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# TWENTY-THIRD ANNUAL REPORT

1976-77

*Presented to the Annual Meeting of the  
General Body on the 10th October 1977*





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# **TWENTY-THIRD ANNUAL REPORT 1976-77**

## **INTRODUCTION**

The Institute has achieved considerable success as a professional forum for academicians and practising administrators. The committee appointed to report on the internal reorganization of the Institute had gone into the questions of organizational structure, faculty development, promotions, etc. Many of its recommendations have already been implemented.

It has also been possible to consolidate our activities under training, research, and consultancy. The Institute is now engaged in an exercise of academic reorganization in order to improve faculty interaction, productivity and job satisfaction. This exercise will be completed shortly. The emphasis all along has been on academic output, the building up of a reservoir of knowledge and potential for further development. This requires a phased programme of personnel development closely related to our major concerns and activities.

Our research activities and consultancy are attuned to problem-solving approach to respond to the felt needs of various organizations. There has been a significant thrust in our research

programmes with our involvement in studies concerning rural development and tribal areas. Our findings and experience enrich training and further strengthen the usefulness of these programmes. This, however, does not mean that we ignore the basic and fundamental aspects of public administration. An attempt is also being made to build up closer links with the governmental system and take interest in the major concerns of the discipline.

Both in research and training the Institute is now equipped for sustained work in fresh fields of activity and this encouraging feature is reflected in all its programmes.

While we are fully conscious of the fact that our research programmes must be comprehensive, balanced and properly co-ordinated, we could only make a modest start with a select and manageable number of important contemporary policy questions and administrative problems. It has been our endeavour to pursue research studies with zeal and effort, working to a time schedule but without sacrificing standards. In addition to the range of subjects for research, the terms of reference of these studies were meant to ensure that the Institute would set upon a course of qualitative indepth studies which on completion are bound to prove valuable to those interested in the particular area. To mention a few of these: Evaluation studies of tribal development programme in Madhya Pradesh, covering aspects like minor irrigation schemes, supply of drinking water, health programmes, soil conservation and land development schemes, are being undertaken. There is a research-cum-action project on District Planning Cells involving detailed organizational analysis at the district level in connection with district planning and implementation. The research study on creation of a culture of organizational sensitivity in Government Ministries/Departments, the first phase of which has been recently completed, aims at motivating and assisting people in the Government Departments to improve the quality of service. The study on Incidence of Bonded Labour addresses itself to investigating what the once bonded-labourers themselves can do on an organized basis for an independent viable existence and what the Government can do in terms of support systems/programmes to help them achieve this aim.

Through our training programmes we have been making efforts to help the middle and senior level management personnel in Government and public enterprises to appreciate recent developments in management sciences, to acquaint themselves with new techniques and acquire new skills. Our training programmes—Executive Development Programmes and Management Development Programmes—are gaining popularity and at times we find it difficult to cope up with the increasing demand for these courses. There has been very encouraging response both from the State Governments and the public sector enterprises for our training programmes connected with the areas of Performance Budgeting, Budgeting and Financial Control, Operations Research, Project Implementation, Monitoring & Evaluation, Management Techniques, Applications of Network Techniques, etc.

Our international training venture on 'Management of Agriculture' which was conducted in collaboration with the Asian Centre for Development Administration, Kuala Lumpur, from September 6-24, 1976 at Delhi was a great success. A training programme on similar lines entitled 'Training of Trainers' is due to be conducted in September 1977 in collaboration with the same organization with the support of the Department of Personnel and Administrative Reforms of the Ministry of Home Affairs, Government of India.

During the year, the Institute held 22 training courses under the Executive Development Programme, 3 under other sponsored programme, 28 under the Management Development Programme and 9 under the Centre for Urban Studies. The Second Advanced Professional Programme in Public Administration was completed during the year with participants from middle management level, drawn from the Central and State Governments/Union Territories. The salient features of the programme like the four streams of instruction, a field study, a dissertation and study tour abroad were not only maintained but improved upon in the light of experience and earlier evaluation.

Among the connected areas of work could be mentioned the two seminars—(a) Seminar on Octroi and Terminal Taxes (October 28-29, 1976) and (b) Seminar on Law and Urban Land (January 28-29, 1977).

The Institute had completed or had in hand 18 consultancy assignments, a complete list of which appears later in this report. Currently we have on hand the Commerce Ministry's study on import licences for edible oil.

The Case Studies Committee of the Institute has been active under the chairmanship of Shri Govind Narain (former Secretary, Ministry of Defence and Home Affairs and now the Governor of Karnataka). Several case studies have been completed and are only waiting for official clearance before publication. The Case Studies Committee has also invited cases in two new fields – tribal administration and land reforms. The response to the invitation has been encouraging.

Some of the regional and local branches were very active during the period under review and their activities have received a response from all concerned. A meeting of the chairmen/secretaries of the branches was convened here to consider measures to activate the branches. There are now 14 regional and 24 local branches in the country.

The periodicals and other publications of the Institute have maintained their standard and continued to be appreciated by the readers both in India and abroad.

Looking back, a sad event which calls for recording, is the passing away of Shri Fakhruddin Ali Ahmed, the President of India, and the Patron of the Institute. In his death, the Institute lost a wise counsellor and a source of inspiration. The Director and members of the staff mourned his death at a condolence meeting held in the Institute's premises on the 11th February, 1977.

It will be our constant endeavour to carry on the work of the Institute with dedication and a sense of purpose and we feel confident that we shall be able to do so with the cooperation of all concerned.

## A. ASSOCIATIONAL ACTIVITIES

### A.1. TWENTY-SECOND ANNUAL MEETING OF THE GENERAL BODY

The Twenty-second Annual Meeting of the General Body was held on October 10, 1976. Shri B.D. Jatti, Vice-President of India, and the President of the Institute, presided over the meeting.

At the meeting, Shri B.D. Jatti was unanimously re-elected as President of the Institute for the year 1976-77. Dr. Jagjivan Ram, Chairman of the Institute, the then Union Minister for Agriculture and Irrigation and now the Union Minister for Defence, also attended the meeting and addressed the members.

### A.2. THE EXECUTIVE COUNCIL

In accordance with Rule 14(5) of the Memorandum of Association and the Rules of the Institute, biennial elections were held in July-September, 1976, to fill eight vacancies in the Executive Council. Out of the twelve contestants the following eight were elected for a four-year term, 1976-80. (1) Dr. B.D. Sharma, (2) Shri M.K. Chaturvedi, (3) Shri M. Subramanian, (4) Dr. R.S. Arora, (5) Shri Bipin Chandra, (6) Shri N.E.S. Raghavachari, (7) Shri W.G. Naidu, and (8) Shri Ram K. Gupta.

The Executive Council, at its first meeting, after the Annual General Body Meeting held on October 10, 1976, re-coopted Dr. B. Venkatappiah, Dr. Bharat Ram, Shri V. Krishnamurthy, Dr. Ajit Mozoomdar and Shri R.K. Trivedi as its members for a further period of one year.

The Executive Council at its meeting held on January 29, 1977, co-opted Shri G. Ramachandran, Secretary, Department of Expenditure, Ministry of Finance, for the unexpired portion of the term of Dr. Ajit Mozoomdar, *i.e.*, till the date of the next Annual General Body Meeting. On his appointment as the Indian Director on the Board of the Asian Development Bank in Manila, Dr. Ajit Mozoomdar had expressed his inability to serve as a member on the Council. The Council also co-opted Prof. A.P. Barnabas and Prof. A. Datta of IIPA as its members for a term of one year.

Under Rule 13(v), the Chairmen of the following three

regional branches were co-opted to the Council: (1) Kerala Branch, (2) Punjab, Haryana and Chandigarh Branch, and (3) Rajasthan Branch.

At the same meeting, the Council re-elected Shri S.B. Chavan, Shri Krishan Chand, Shri Om Mehta and Shri Ram Niwas Mirdha as Vice-Presidents of the Institute for another term of two years (1976-78). The Executive Council met four times during the year.

Prof. M.V. Mathur was unanimously re-elected Honorary Treasurer of the Institute for another term of two years (1976-78).

### *Reconstitution of Committees*

The Council re-constituted its various committees, the details of which are given below:

*Standing Committee:* The Council appointed the following as members of the Standing Committee: (1) Dr. B. Venkatappiah, (Chairman), (2) Shri Bipin Chandra, (3) Shri M.K. Chaturvedi, (4) Shri W.G. Naidu, (5) Shri H.M. Patel, (6) Shri C.A. Ramakrishnan, (7) Shri V. Subramanian, (8) Prof. M.J.K. Thavaraj, (9) Dr. Ram K. Vepa, (10) Prof. M.V. Mathur (Treasurer), (11) Shri R.N. Haldipur, (Director and Member-Secretary). It met three times during the year.

*Academic Committee:* The Council appointed the following as members of the Academic Committee. Shri R.N. Haldipur (Chairman); three faculty members from the Executive Council—Prof. A.P. Barnabas, Prof. A. Datta and Prof. M.J.K. Thavaraj; three Executive Council members—Shri T.N. Chaturvedi, Shri S. Ramamoorthi and Shri M. Subramanian; four outside experts—Dr. G.R. Dalvi, Prof. Nitish R. De, Dr. M.S. Gore and Prof. Yogendra Singh and three faculty members nominated by the Director—Prof. S.K. Goyal, Shri J.C. Kapur and Prof. S.R. Maheshwari.

*Editorial Board:* The Council appointed the following as members of the Editorial Board: (1) Shri T.N. Chaturvedi (Editor and Chairman), (2) Dr. R.S. Arora, (3) Prof. N.H. Attthreya, (4) Prof. C.P. Bhambri, (5) Prof. M.A. Muttalib, (6) Shri A.P. Saxena, (7) Dr. B.D. Sharma, (8) Dr. D.P. Singh, and (9) Shri R.N. Haldipur (Director).

*Case Studies Committee:* The Council appointed the following as members of the Committee on Case Studies: (1) Shri Govind

Narain (Chairman), (2) Prof. A. Avasthi, (3) Prof. A.P. Barnabas, (4) Shri N.E.S. Raghavachari, (5) Shri R.K. Trivedi, (6) Dr. Ram K. Vepa, (7) Prof. S.P. Verma, (8) Shri R.N. Haldipur (Director), and (9) Shri B.C. Mathur (Project Director).

*Membership Screening Committee:* Dr. B.D. Sharma and Prof. A. Datta were appointed on the Committee to scrutinize the applications for membership.

*Advisory Committee for Centre for Urban Studies:* The composition of the Advisory Committee for the Centre for Urban Studies as approved by the Executive Council in its meeting held on October 10, 1976 is as follows:

Shri K. Raghuramaiah (Chairman), Shri H.K.L. Bhagat (Vice-Chairman), Shri N.J. Kamath, Prof. M.V. Mathur, Shri H.M. Patel, Shri B.R. Tamta, Shri N.K. Prasad, Shri Mir Nasrullah, Prof. Asok Mitra, Dr. D.P. Singh, Shri K.C. Sivaramakrishnan, Prof. H.U. Bijlani, Prof. A. Datta and Shri R.N. Haldipur, Director, IIPA and CUS (Member-Secretary).

The composition of the Executive Council is given in Appendix I.

### A.3. MEMBERSHIP

During the year 627 new applicants were admitted to the membership of the Institute (551 ordinary members; 20 life members; 7 corporate members and 49 associate members). Twenty ordinary members compounded their subscription for life membership. Eleven ordinary and eight corporate members resigned their membership. Two ordinary and four life members of the Institute expired.

Names of 512 ordinary members and 24 corporate members were removed for non-payment of subscription up to the year ending 1973.

The total membership of the Institute as on March 31st 1977, was as follows:

	1975-76	1976-77
Ordinary	3547	3553
Life	830	866
Corporate	298	273
	<hr/> 4675	<hr/> 4692

This does not include associate members whose number stood at 35 as on March 31, 1971.

#### A.4. TWENTIETH ANNUAL CONFERENCE OF THE MEMBERS OF IIPA

The Twentieth Annual Conference of the members of IIPA was held on October 9, 1976. The topic of the Conference was 'The Twenty-Point Programme and the Weaker Classes: Problems of Implementation.' One hundred and twenty-one members participated in the Conference.

Dr. B. Venkatappiah presided.

The discussion paper on the subject of the Conference was contributed by Shri Sudipto Mundle, faculty member of IIPA.

Papers contributed by nine members were circulated to the members. Papers contributed by seven members could not, however, be circulated due to delay in submission.

The report of the Conference is being published separately.

#### A.5. ESSAY COMPETITION

The following three subjects were prescribed for the essay competition for 1976.

1. Innovations in Public Administration.
2. Development and Management of Water Resources.
3. Rural Development—Retrospect and Prospect.

In all, 9 essays were received for the competition. These were evaluated by a Committee of Judges consisting of: (1) Shri Govind Narain, (2) Shri B.B. Vohra, and (3) Shri I.J. Naidu.

The Committee of Judges decided unanimously to award the following prizes:

- |  |  |                          |
|--|--|--------------------------|
| 1. Shri P.N. Chary, Indian Institute of Management, Ahmedabad.             | Development and Management of Water Resources in India | First Prize of Rs. 1000  |
| 2. Shri R.C. Arora, Development Commissioner, Delhi Administration, Delhi. | Development and Management of Water Resources in India | Second Prize of Rs. 500  |
| 3. Shri N.K. Bhojwani, New Delhi.  | Rural Development—Retrospect and Prospect.             | Second Prize of Rs. 500. |



## A.6. REGIONAL AND LOCAL BRANCHES

During the year, local branches at Imphal, Patiala and Warangal were established. At the close of the year there were 14 and 24 regional and local branches, respectively.

A meeting of the chairmen/honorary secretaries of regional/local branches was held on October 10, 1976 to consider measures to activate IIPA branches.

Some of the important suggestions made in the meeting are:

1. organizing of at least one national/regional seminar in a year by the Institute in collaboration with the regional branches;
2. organizing of training programmes by the headquarters in collaboration with the branches if the latter take the initiative and are prepared to make the necessary arrangements;
3. revision of bye-laws for regional/local branches in view of certain constitutional changes made in the Memorandum of Association and Rules of the Institute; and
4. a brief presentation of the report on the branch activities at the General Body Meeting as the detailed report given in the Annual Report cannot be gone into at the meeting for want of time.

The meeting was presided over by Shri R.N. Haldipur, Director, and was attended by seven office-bearers and one representative of regional branches.

The matters arising out of the report of the above meeting were considered by the Executive Council of the Institute, in its meeting held on the 28th January, 1977, which decided that it was not necessary to provide for the presentation of a separate report on the activities of the branches at the Annual General Body Meeting. It was also not necessary to earmark specific time, or include a separate item on the agenda, for this purpose; if, however, any office bearer of a particular branch had something special to say or highlight, he could, of course, do so at the General Body Meeting.

In regard to the revision of bye-laws relating to regional and local branches, the Executive Council agreed that they be made more comprehensive and sent to the regional and local branches in the first instance to seek their views. Shri M.K.

Chaturvedi and the Director were looking into the bye-laws so as to finalize them before sending them to the regional and local branches.

The Executive Council in the same meeting considered the question of 50 per cent sharing of subscription in respect of life membership with the regional and local branches and decided that the interest accruing on the life membership capital fund be shared with the regional and local branches on the basis of 50 per cent taking into consideration where the life members were located during the year from the current year 1977. In pursuance of this decision, the amount due will be disbursed to the Branches in July and January every year.

Financial assistance amounting to Rs. 65,937.78 was paid to the regional and local branches during the year for carrying out their activities. This amount also included 50 per cent share of subscription of the members of the branches.

The activities pursued by the regional and local branches during the year under report are given below :

#### REGIONAL BRANCHES

##### *Gujarat*

*Chairman:* Shri Chinubhai Chimanbhai Sheth.

*Honorary Secretary:* Dr. G.D. Patel, I.E.S. (Retd.)

*Membership:* Ordinary 77, Life 13, Corporate 6.

A seminar was held on the 20-point economic programme. Shri K.K. Vishwanathan, Governor of Gujarat, delivered the inaugural lecture. The seminar was presided over by Shri Chinubhai Chimanbhai Sheth, Chairman of the regional branch.

During the year under report the regional branch arranged the following talks:

- (i) 'The Water Resources and Land Management in Gujarat' by Dr. K.R. Ramanathan, Director of Physical Research Laboratory, Ahmedabad.
- (ii) 'Changing Role of Public Administration' by Shri R.N. Haldipur, Director, IIPA, New Delhi.
- (iii) 'Public Administration as a Management Challenge' by Shri A.N. Banerji, Adviser to the Governor of Gujarat.

- (iv) 'Applications of Remote Sensing Technology' by Dr. P.R. Pisharody of the Physical Research Laboratory, Ahmedabad.

A case study of Ahmedabad District on 'Implementation of Development Plans at the District Level' was completed by Prof. R.C. Goyal.

### *Kerala*

*Chairman:* Shri G. Bhaskaran Nair, Chief Secretary to the Government of Kerala.

*Vice-Chairman:* Shri Zacharia Mathew, Special Secretary to Government of Kerala, Department of General Administration,

*Honorary Secretary:* Shri V.U.K. Nambissan, Additional Secretary to Government of Kerala, Department of Administrative Reforms.

*Membership:* Ordinary 119; Life 11, Corporate 15.

The branch conducted a seminar in collaboration with the Forum for Administrative Reforms, Trivandrum, on 'Housing and its Administrative Problems' on September 28, 1976. The inaugural session was presided over by Smt. Rosamma Punnoose, Chairman, Kerala State Housing Board. The seminar was attended by 79 persons including members of IIPA, delegates and special invitees.

The key-note address was presented by Shri C.K. Kochukoshy, Member, Board of Revenue and Special Secretary (Housing). The plenary session was presided over by Shri N. Chandra Bhanu, Chief Secretary to the Government and Chairman of the regional branch.

An inter-branch seminar was conducted by the branch on 'Integrated Rural Development—Some Administrative Problems and Suggested Solutions' from February 22 to 24, 1977. It was inaugurated by the Chief Minister of Kerala. Shri K.T. Chandy, Vice-Chairman, Planning Board, and Managing Director, Kerala State Industrial Development Corporation, presided over the inaugural session.

It was attended by 80 participants including delegates from Tamil Nadu, Karnataka and Calicut branches, Members of IIPA and representatives of organizations like the Forum for

Administrative Reforms, Bharat Sewak Samaj and a few nationalised banks.

Shri R.N. Haldipur, Director, IIPA, guided the deliberations of the seminar.

The branch has taken up a research project on 'Public Relations in Administration' under the guidance of Dr. V.K. Sukumaran Nair, Head of the Department of Politics, University of Kerala.

### *Madhya Pradesh*

*Chairman:* Shri S.C. Verma, Chief Secretary to the Government of Madhya Pradesh.

*Honorary Secretary:* Shri M.K. Chaturvedi, Chairman & Managing Director, M.P. State Industries Corporation Ltd., Bhopal.

*Membership:* Ordinary 201; Life 25; Corporate 13.

During the year under report a course on 'Operations Research and Net-work Technique' was conducted by the branch in collaboration with the IIPA from May 17 to 27, 1976. In all 19 nominees from various departments and corporations of the State Government took part in the course.

During the year the branch was sanctioned a grant of Rs. 15,000 by the Government of Madhya Pradesh.

### *Maharashtra*

*Chairman:* Shri D.D. Sathe, Former Chief Secretary to the Government of Maharashtra.

*Honorary Secretary:* Shri V. Subramanian, Former Special Secretary to the Government of Maharashtra, Planning Department.

*Membership:* Ordinary 350; Life 148; Corporate 56.

Dr. Jagjivan Ram, Chairman, IIPA, addressed a distinguished gathering of members of the branch representing a cross section of Ministers, industrialists, academicians and top executives from Government and private sector. Shri S.B. Chavan, the then Chief Minister of Maharashtra and President of the regional branch, presided.

During the year under report, the regional branch arranged the following talks at the Mantralaya, Bombay.

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Chairman</i>
16.8.76	Shri T.K. Tope, Vice-Chancellor, Bombay University.	Proposed Amend- ments to the Indian Constitution.	Shri Shivraj Patil, the then Deputy Mini- ster for Law & Judi- ciary, Government of Maharashtra.
13.10.76	Dr. Samuel Dubin, Professor of Psycho- logy, Pennsylvania State University (U.S.A).	The Psychology of Keeping Up-to-date.	Shri V.B. Kamath, Personnel Consultant.
26.11.76	Dr. P. J. Deoras, Fminent Medical Biologist.	Impressions of My Recent Visit to USA and Venezuela.	Shri V. Subramanian, the then Special Secretary, Planning Department, Govern- ment of Maharashtra.
4.12.76	Shri B. Sivaraman, Member, Planning Commission of India.	Rural Development: The Task.	Prof. M.L. Dantwala, Emeritus Professor of Economics, Bombay University.
27.12.76	Prof. John P. Lewis, Woodrow Wilson School of Public & International Affairs, Princeton University (USA).	Economic Develop- ment in India: Then and Now.	Shri V. Subramanian, the then Special Secre- tary, Planning Depart- ment, Government of Maharashtra.
4.1.77	Shri C.V. Nara- simhan, Under Secre- tary General, United Nations.	Some Aspects of International Public Administration.	Shri V.G. Prabhu- gaonkar, the then Miniter of State for Finance, Planning & Fisheries, Govern- ment of Maharashtra.
23.2.77	Prof. Henry Maddick, Director, Institute of Local Government Studies, University of Birmingham (U.K.).	Training for Innova- tion.	Shri D.D. Sathe, Former Chief Secre- tary of Government of Maharashtra.
4.3.77	Prof. Guy Hunter, Senior Adviser to the Overseas Develop- ment Institute, Lon- don (U.K.).	Problems of Organi- zation for Agricultu- ral Development.	Shri V. Subramanian, Honorary Secretary, IIPA, Maharashtra Regional Branch.

All these talks attracted large audiences and were followed by stimulating question-answer sessions.

The branch organized on September 11, 1976 a one-day

seminar on 'Twenty Ways to Cut Administrative Costs' at Mantralaya, Bombay. Shri B.B. Paymaster, former Chief secretary to the Government of Maharashtra, inaugurated the seminar. It was directed by Shri A.V. Deshmane, Director, Management Services Division, Reserve Bank of India. Due to overwhelming response to the seminar, the programme was repeated on September 12, 1976 also, for a different set of participants. In all, 50 senior officers from various departments of the State Government and its public undertakings participated in the seminar on the two days.

A two-day training programme for 'Rapid Reading Skill Development' was organized by the branch on October 26 and 27, 1976, at Mantralaya, Bombay. Prof. N.H. Atthreya, Director, Management Counsel, Bombay and member of the Executive Council, IIPA, directed the programme. Twenty-eight senior officers, including Secretaries to the State Government and top executives of public sector undertakings participated in the programme.

On December 21, 1976 the branch conducted a presentation-cum-discussion programme on 'Creative Time Management' directed by Prof. Atthreya. Thirty officers attended the programme.

A two-day workshop on 'Management by Objectives in Government and the Public Sector', was organized by the branch on February 22 and 23, 1977 at the Taj Mahal Hotel, Bombay. The workshop was directed by Mr. Gerald Dunnion, Manager (Manpower) of the Electricity Supply Board of Ireland. Sixty-five officers from various departments and public sector undertakings of the State and Central Government participated in the workshop.

With the kind courtesy of the USIS, Bombay, the branch organized a video tape recording programme of the two debates between the U.S. Presidential Candidates, Jimmy Carter and Gerald Ford, on October 7 and 28, 1976 at Mantralaya, Bombay.

A special 124-page issue of the branch magazine "The Public Administrator" was released by the Chief Minister of Maharashtra on June 19, 1976 on the occasion of the Annual General Meeting of the Branch.

With the addition of 326 new books the library of the regional branch has nearly 4000 select books on Public Administration, Management, Politics, Economics, Law, History, Biographies, etc.

The library will be further enriched by books worth £ 600, shortly to be received from the British Government under a books presentation programme sponsored by their Overseas Development Ministry.

The library also subscribes to a number of Indian and foreign periodicals on Public Administration and related subjects.

The Government of Maharashtra has sanctioned for its employees, drawing a basic pay of Rs. 1,000 or less per mensem, a subsidy equal to 50 per cent of IIPA membership subscription paid by them during the year. This facility is limited to a maximum of 100 ordinary members and 10 life members each year. During the year under report, 46 ordinary and 10 life members received the benefit of this subsidy.

#### *Punjab, Haryana and Chandigarh*

*Chairman:* Prof. B.S. Khanna, Head of the Department of Public Administration, Panjab University, Chandigarh.

*Vice-Chairman:* I.C. Puri, I.A.S.

*Honorary Secretary:* Shri B.S. Ojha, I.A.S., Commissioner-cum-Secretary, Education, Transport, Local Government, Housing and Social Welfare, Chandigarh.

*Membership:* Ordinary 84; Life 38; Corporate 16.

During the year under report, the regional branch arranged the following talks:

1. Prof. K.D. Gaugrada, Principal, Delhi School of Social Work      Development of Social Policy in India—A Critical Review.
2. Prof. S.B. Rangnagar (Economics)      Management of the National Economy in the Soviet Union—Some Reflections  
Prof. Shanti Swarup, Lajpat Rai Professor & Head, Department of Political Science, Panjab University, presided.

On December 17, 1976 a symposium on 'Recent Constitutional Amendment and Development' was held at Gandhi Bhawan, Panjab University, Chandigarh. Prof. R.P. Bamba, Professor and Head of the Department of Mathematics, presided.

A two-day seminar was organized on 'Improving Performance of State Level Public Sector Undertakings', on March 11 and 12, 1977. The seminar was inaugurated by Shri J.L. Hathi, Governor

of Haryana. Shri R.N. Haldipur, Director, IIPA, delivered the key-note address.

### *Rajasthan*

*Chairman:* Shri Mohan Mukerji, Chief Secretary, Government of Rajasthan.

*Vice-Chairman:* Shri Ram Singh, Commissioner for Home Affairs, Government of Rajasthan, Jaipur and Shri P.K.B. Kurup, Chairman, Rajasthan Civil Services Appellate Tribunal, Jaipur.

*Honorary Secretary:* Shri H.M. Mathur, Director, HCM State Institute of Public Administration, Jaipur.

*Membership:* Ordinary 139; Life 23; Corporate 7.

The following two publications were brought out by the regional branch during the year under review.

1. 'Jaipur—Profile of a Changing City' by Dr. Ramesh K. Arora.
2. 'The Municipal Personnel and Administration in Rajasthan'—A Case Study of the organization and Working of the Rajasthan Panchayats and Local Bodies Subordinate Service Commission by Dr. Ravindra Sharma.

During the year, the following talks were organized:

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
19.7.76	Main Features of the French Administration.	Mr. Nichal Le Diraison, Dy. Director, International Institute of Public Administration, Paris.
6.10.76	Centre-State Relations in Financial Matters.	Shri H.N. Ray, Secretary to the Government of India, Ministry of Finance.
13.10.76	Planning for the Poor.	Shri P.N. Haksar, Deputy Chairman, Planning Commission, Government of India.
2.2.77	Inequality in Indian Society.	Prof. Andre Beteille, Professor of Sociology, University of Delhi.
3.2.77	Dimensions in Management Development.	Mr. C. Richard Parkins.
22.2.77	Management Systems in the Future.	Dr. Udai Parekh, Senior Professor of Psychology and Organization Behaviour, I.I.M., Ahmedabad.



### *Tamil Nadu*

*Chairman:* Shri C.A. Ramakrishnan, I.C.S. (retd.)

*Honorary Secretary:* Shri C.G. Rangabashyam, I.A.S., Special Secretary to Government, Education Department.

*Membership:* Ordinary 348; Life 26; Corporate 73.

During the year under report, the following programmes were organized.

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
27.4.76	Decision making in Public Administration.	Shri R.N. Haldipur, Director, Indian Institute of Public Administration, New Delhi.
7.7.76	Administrative Imperatives of the New Economic Programme.	Shri G. Lakshminarayanan, C.A. I.I.B., Chairman & Managing Director, Indian Bank.
6.10.76	U.S. Elections 1976.	Dr. Howell Clifton McCleskey.
8.10.76	U.S. Elections 1976, Foreign Policy issues.	Dr. Ann T. Schulz.
18.12.76	Seminar on 'Urban Land Ceiling Act'.	

The Government of Tamil Nadu contributed during the year under report an annual grant of Rs. 2,000 for subsidizing subscription for people drawing a basic pay of Rs. 1000 and below per month—A subsidy equal to 50 per cent of IIPA membership subscription paid by them during the year.

### *West Bengal*

*Chairman:* Shri B.R. Gupta, I.A.S., Chief Secretary to Government of West Bengal.

*Honorary Secretary:* Shri A.C. Banerjee, Deputy Secretary, Finance Department, Government of West Bengal, Calcutta.

*Membership:* Ordinary 81; Life 22; Corporate 10.

The branch organized a seminar on 'Comprehensive Area Development Programme' on July 17, 1976. Shri B.R. Gupta, Chief Secretary to Government of West Bengal, presided. The seminar was attended by most of the top ranking officers of the State Government including Secretaries and Directors.

In addition, there are 6 regional branches in the following

States/Union Territories: (1) Andhra Pradesh, (2) Goa, (3) Orissa, (4) Uttar Pradesh, (5) Karnataka, and (6) Pondicherry.

### LOCAL BRANCHES

#### *Ajmer*

*President:* Shri Hari Dutt Gupta, Member, Rajasthan Public Service Commission, Ajmer.

*Vice-President:* Shri A.L. Roongta, Member, Board of Revenue for Rajasthan, Ajmer.

*Joint Secretary:* Shri J.P. Gupta, Correspondent, All India Radio, Ajmer.

*Membership:* Ordinary 23; Life 2; Corporate 4.

The local branch organized the following symposiums:

<i>Date</i>	<i>Subject</i>	<i>Inaugurated by</i>
6.4.76	Role of Administrator in the Implementation of 20-Point Programme.	Shri Mohan Mukerji, Chief Secretary, Government of Rajasthan.
23.5.76	Performance Appraisal	Shri Ram Singh, Home Commissioner, Rajasthan.
29.9.76	Legal Aid to Poor	Shri J.M. Lalwani, Chairman, Board of Revenue, Rajasthan.

The following lectures were arranged by the branch during the year under report.

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
8.12.1976	Role of Administrator in Changing India	Smt. Tarakeshwari Sinha
27.12.1976	New Role of Union Public Service Commission	Dr. A.R. Kidwai, Chairman, Union Public Service Commission.

The lectures were followed by lively discussions.

#### *Beawar*

*Chairman:* Shri B.P. Mathur, Chief Medical & Health Officer, Ajmer District.

*Honorary Secretary:* Shri I.S. Mathur, Lecturer in Political Science, S.D. Government College, Beawar.

Membership: Ordinary 10; Life 1.

A meeting of the branch was held on January 16, 1977. On the occasion, a talk on 'Rural Employment Strategy' was given by Dr. S.C. Jain, Visiting Professor, Indian Institute of Management, Ahmedabad.

On April 20, 1976 a symposium on 'Implementation of 20-Point Programme through Administration at Local Level' was organized. Shri S.K. Sharma, General Manager of a local mill, presided. The participants included academics, advocates, civil servants and others from public life.

On May 11, 1976, Shri K.C. Sogani, Secretary, the Krishna Mills Ltd., gave a talk on 'Acharya Rajneesh—with reference to present context: Administration and Management'. Prof. K.S. Rawat, Department of Sociology, S.D. Government College, Beawar, presided.

On June 27, 1976, the branch organized a symposium on 'The New Pattern of Education'. Dr. B.P. Mathur, Chief Medical and Health Officer, Ajmer District, presided.

### *Belgaum*

*Chairman:* Shri P.R. Dubhashi, Divisional Commissioner, Belgaum.

*Honorary Secretary:* Shri Madhuraao, Municipal Commissioner, Belgaum.

*Membership:* Ordinary 86; Life 4; Corporate 1.

On October 8, 1976, Shri H.R. Gokhale, Union Minister for Law, Justice and Company Affairs, addressed the members of the Branch.

### *Calicut*

*President:* Dr. N.A. Noor Muhammed, Vice-Chancellor, Calicut University.

*Vice-President:* Shri T.T. Nair, District Collector, Kozhikode.

*Honorary Secretary:* Shri U. Jayanarayanan, Deputy Collector (General) Kozhikode.

*Membership:* Ordinary 30.

The Calicut Branch was formally inaugurated by Shri N.N. Wanchoo, Governor of Kerala, on April 19, 1976. The function was presided over by Dr. N.A. Noor Muhammed, Vice-Chancellor, Calicut University.

### *Imphal*

*Chairman:* Shri H.S. Butalia, I.A.S., Chief Secretary, Government of Manipur, Imphal.

*Honorary Secretary:* Shri K.C. Johorey, I.A.S., Divisional Organizer, Manpur, Imphal.

*Membership:* Ordinary 31; Life 1.

The branch was established on February 7, 1977.

The branch, at its inaugural function, decided to hold a seminar on the 'Urgent Necessity of Identification, Assessment and Planned Development of the Natural Resources of Manipur' with special reference to its major resources, namely, forest, water and manpower.

### *Mysore*

*President:* Shri A.S. Melkote, I.A.S., Director, Administrative Training Institute, Mysore.

*Honorary Secretary:* Shri M. Umapathy, Lecturer, University of Mysore, Mysore.

*Membership:* Ordinary 28; Life 2.

The branch was inaugurated on March 1, 1977, by Shri M.A.S. Rajan, Revenue Commissioner and Secretary, Government of Karnataka.

In collaboration with the A.T.I. Officer's Mess, Mysore, Dr. K.B.Y. Thotappa, Professor and Head, Department of Political Science, Mysore University, gave a talk on 'The Role of a Civil Servant in a Developing Society' on April 11, 1977.

### *Nagpur*

*President:* Prof. N.R. Deshpande, Head of the Department of Political Science, University of Nagpur, Nagpur.

*Membership:* Ordinary 17; Life 4; Corporate 1.

The branch organized a seminar, jointly with the Indian Public Administration Association, on 'Twenty-Point Programme and its Impact on Administration' in two sessions on March 29, 1976. Prof. A. Awasthi, chaired both the sessions.

### *Patiala*

*Chairman:* Dr. D.R. Sachdeva, Head, Department of Political Science and Public Administration, Punjabi University.

*Vice-Chairman:* Shri S. Devinder Singh Sra, Administrator, Patiala Municipality.

*Honorary Secretary:* Prof. Harbans Pathak, Department of Political Science and Public Administration, Punjabi University.

*Membership:* Ordinary 2; Life 2.

The branch was inaugurated at Patiala on December 4, 1977.

In collaboration with the Department of Public Administration of the Punjabi University, Patiala, the branch organized a seminar on 'Development Challenges to State Governments'. Dr. B.S. Khanna, Head of the Department of Public Administration, University of Panjab, presided.

### *Pune*

*Chairman:* Prof. D.A. Dabholkar, Vice-Chancellor, University of Poona, Pune.

*Honorary Secretary:* Dr. V.K. Kshire, Lecturer, Department of Politics and Public Administration, University of Poona, Pune.

*Membership:* Ordinary 73; Life 11; Corporate 10.

During the year under report the following talks were arranged:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>	<i>Chairman</i>
29.6.76	Dr. V.D. Divekar, Gokhale Institute, Poona.	Government Committee Reports during the British Rule.	Shri S.P. Mohoni, Divisional Commissioner, Poona.
27.8.76	Dr. S.P. Sathe, Principal, Law College, Poona.	Administrative Law: The New Challenges.	Dr. N.R. Inamdar.
10.1.77	Dr. G. Ram Reddy, Head, Department of Politics, Osmania University, Hyderabad.	Continuity and Change in the Administration for Development.	Dr. N.R. Inamdar.
7.2.77	Mr. D.J. Philips, British Home Service.	British Administration: Fulton Report and After	Dr. N.R. Inamdar.

### *Ranchi*

*Honorary Secretary:* Dr. L.P. Vidyarthi, Department of Anthropology, Ranchi.

*Membership:* Ordinary 7; Life 3; Corporate 10.

The branch organized a talk by Dr. S.V. Sohni, Lokayukt of Bihar, on April 28, 1976. Dr. A.K. Dhan, Vice-Chancellor of the Ranchi University and Chairman of the branch, presided.

#### *Sholapur*

*Honorary Secretary:* Prof. G.N. Alavadi, D.A.V. College, Sholapur.

*Membership:* Ordinary 10; Life 2; Corporate 1.

Shri B.D. Jatti, Vice-President of India, and President of IIPA, visited the local branch on June 16, 1976. He also addressed the branch members on the 'Role of Administrators in the Present Changing Circumstances'.

#### *Vallabh Vidyanagar*

*Chairman:* Shri H.M. Patel, Union Minister for Finance.

*Honorary Secretary:* Dr. Mahesh Pathak, Reader in Economics, Sardar Patel University, Vallabh Vidyanagar.

*Membership:* Ordinary 10; Life 5; Corporate 1.

The following lectures were arranged by the branch.

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
24.7.76	How to Achieve Lively Understanding and Relationship between Educational Institutions and Students	Shri Yashvant Shukla, Principal, H.K. Arts College, Ahmedabad (Shri H.M. Patel presided.)
28.1.1977	-do-	Dr. D.B. Desai, Professor of Education, M.S. University of Baroda. (Prof. R.D. Patel, Vice-Chancellor, Sardar Patel University, presided.)
3.3.1977	Political Culture of Gujarat	Prof. D.N. Pathak, Director, Gujarat University, School of Social Sciences. (Prof. J.H. Adhavya, Sardar Patel University, presided.)

The branch has undertaken a research project to study the 'Role of Private Initiative in Education and Industry in Rural Areas: A Case Study of Vallabh Vidyanagar'.

## *Warangal*

*Chairman:* Prof. P.A. James, Head, Department of Public Administration, Kakatiya University.

*Honorary Secretary:* Dr. V. Bhaskara Rao, Lecturer, Department of Public Administration, Kakatiya University.

*Membership:* Ordinary 22; Life 6.

The Warangal Branch came into existence from November 1, 1976. The branch was formally inaugurated by Prof. K. Venkata Ramiah, Vice-Chancellor, Kakatiya University, on December 10, 1976.

<i>Date</i>	<i>Subject</i>	<i>Speaker</i>
11.1.1977	Success and Failure of Community Development and Panchayati Raj in Andhra Pradesh	Shri Jabbar, Village Development Officer.
21.1.1977	Changing Role of the Public Service Commissions in Indian Administration	Shri T.V. Narayana, Member, Andhra Pradesh Service Commission.

The branch organized a symposium on February 6, 1977, on the 'Role of Banks in Development'. Prof. P.A. James, Chairman of the branch, acted as a moderator of the symposium.

In addition, there are 11 local branches at the following places: (1) Baroda, (2) Dharwar, (3) Jammu & Srinagar, (4) Kolhapur, (5) Kota, (6) Patna, (7) Sangli, (8) Shillong, (9) Sirohi, (10) Udaipur, and (11) Ujjain.

## A.7. CONDOLENCES

The Institute mourns the sad and sudden demise of Shri Fakhruddin Ali Ahmed, President of India and Patron of IIPA, Shri Ali Yavar Jung, the then Governor of Maharashtra and Patron of Maharashtra Regional Branch and Shri Bipin Chandra, Member of the Standing Committee and the Executive Council.

The Institute also mourns the death of the following members: S/Shri M.N. Desai, S.S. Devashrayee, P.S. Kumaravelu, M.V. Oak, R.N. Singhdeo.

## A.8. INTERNATIONAL PARTICIPATION

Shri R.N. Haldipur, Director. IIPA, attended the eighth General Assembly and the Conference on 'Asian Development Strategies and the Role of Public Enterprises', held at Tehran from October 16-23, 1976, as a member of the Executive Council of EROPA. The General Assembly and the Conference were organized by the Eastern Regional Organisation for Public Administration (EROPA) and the Imperial Government of Iran.

## B. ACADEMIC ACTIVITIES

### B.1. TRAINING

The Institute organized twenty-five training programmes sponsored by the Training Division of the Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India. These were meant for officers of Central Ministries, State Governments/ Union Territories and Public Undertakings.

#### EXECUTIVE DEVELOPMENT PROGRAMME

The objectives of the courses and their features were:

##### 1. *Materials Planning*

Ninth Orientation Course	April 1-7, 1976
Course Director	: Shri A.P. Saxena
Participants	: 33
Inauguration	: Shri R.N. Mirdha, Minister of State for Supply & Rehabilitation, Government of India.
Concluding Address	: Shri R. Tirumalai Secretary, Department of Supply, Ministry of Supply & Rehabilitation, Government of India.

The course aimed at explaining some underlying tools and techniques which might be applied with advantage to materials



planning, in addition to a discussion of the problems faced at the various levels in the implementation of a project or a programme. Through selected case examples the validity of some of the techniques was established and the participants had opportunities to discuss and test the basic concepts in terms of their individual situations. An attempt was made to evaluate the impact of material imbalances currently existing in many areas, leading to the immobilization of scarce capital resources, reduced benefits and the resultant detriment to various sectors of the economy.

## 2. *Performance Budgeting*

Fifteenth Course	April 5-17, 1976
Participants	: 32
Sixteenth Course	: October 26-November 5, 1976
Participants	: 28
Course Directors	: Prof. M.J.K. Thavaraj Dr. K.L. Handa.

The basic objective of the course was to familiarize the participants with the conceptual framework of performance budgeting with all its ramifications comprising the classification of expenditure, design of yardsticks and measurement tools, techniques of project evaluation, such as D.C.F., network analysis, reporting, review, etc. The participants were also afforded an opportunity to work on practical exercises in converting budgets from conventional to performance types. It was hoped that with the improved understanding of the concept, the participants might pick up the requisite know-how not only for a smooth installation of a performance budgeting system but also for effective utilization of the flow of information for better decision-making and efficient management of the various developmental programmes and activities.

## 3. *Introduction to Operations Research*

Sixth Course	April 13-27, 1976
Course Director	: Shri J.C. Kapur
Participants	: 35
Concluding Address	: Major T.B. Nanda, Director General, Works, Army Headquarters.

The course aimed at developing in the participants an understanding of the following:

- (i) Role of Operations Research in Decision Making;
- (ii) Some Basic Concepts and Selected Techniques of O.R.,
- (iii) Role of Computer as a Tool in O.R. Applications.

#### 4. *Introduction to Computers*

Ninth Course April 27-May 7, 1976

Course Directors : Shri G.K. Amar  
Prof. Virendra Gupta

Participants : 31

The primary emphasis in this course was on:

- (i) the elements of a computer system to gain an understanding of computer hardware and software;
- (ii) analysis of the areas of administrative work for which a computer may be suitable; and
- (iii) systems and programming concepts for using computers in administrative situations.

The course was introductory and attempted to provide a basic understanding of computers as a tool of management and their use in dealing with administrative problems. The course content also included some typical applications of computers in Government.

#### 5. *Administrative Leadership and Behaviour*

Fourteenth Course June 7-19, 1976

Course Director : Dr. R.B. Puri

Participants : 34

Fifteenth Course November 22-December 4, 1976

Course Director : Prof. S.R. Maheshwari

Participants : 29

The broad objectives of the courses were to:

- (i) enable the administrators to help formulate policies and implement them with a better understanding of the various factors and forces which affect the behaviour of individuals and groups of civil servants: (a) in their official work, (b) in their relations with one another, (c) in their relations with the citizens and the elected representatives, and (d) in influencing and responding to environmental change;

- (ii) help the administrators to provide leadership within the administrative organizations and help foster purposeful leadership in the community, and
- (iii) familiarize the participants with the findings of social science research having a bearing on the behaviour of individuals and groups in administration and the interaction between administrative behaviour, organizational structure and process and environment.

#### 6. *Budgeting and Financial Control*

Eleventh Course	August 23-September 18, 1976.
Course Directors	: Prof. M.J.K. Thavaraj Dr. K.L. Handa
Participants	: 27
Key-Note Address	: Dr. Ajit Mozoomdar Secretary (Expenditure), Ministry of Finance, Government of India.

The course consisted of lecture discussions, sometimes based on actual cases. Apart from an evaluation of the existing practices in the field of policy formulation and execution, lecture discussions tried to locate problem areas and suggest possible solutions. Modern techniques of PPBS and performance budgeting along-with the relevant tools of analysis were woven into the broader canvas of financial management. The assumption was that an introduction of a new technique against the background on current practices is likely to induce the participants to evaluate critically the problems of public administration and with the wide experience they possessed develop new approaches and strategies to meet management problems.

#### 7. *Development Administration*

Thirteenth Course	August 30-September 10, 1976
Course Director	: Prof. A.P. Barnabas
Training Associate	: Shri Raj Kumar Nandy
Participants	: 38
Inauguration	: Dr. M.S. Swaminathan Director-General, Indian Council of Agricultural Research, New Delhi.

Concluding Address : H.E. Mr. S.K. Kimalel,  
High Commissioner for Kenya  
in India, New Delhi.

The course attempted to put together, in a package form, a number of interrelated topics of the subject for discussion. The purpose was not so much to provide as to sensitivize the participants and acquaint them with some of the concepts and theories relevant to development administration. The course dealt with different facets of development including political, social, economic, spatial and institutional aspects. It also covered various aspects of organizational development and policy formulation programme evaluation and project appraisal in relation to development. The problem of sectoral development was also included to focus attention on the specific problem of agricultural and industrial development. Wherever possible crucial Indian experience in development administration was brought home to the participants to relate theory to practice.

#### 8. *Personnel Administration*

Eleventh Course September 1-14, 1976.

Course Director : Dr. R.B. Puri

Participants : 28

The broad objectives of the course were to:

- (i) develop a better appreciation of the significance of good personnel management for organizational effectiveness;
- (ii) give the participants an integrated perspective of the existing policies and methods of personnel administration in the Government;
- (iii) promote a better understanding of the underlying purpose of various personnel policies and functions and the different approaches available for their effective management;
- (iv) help enhance the capability and motivate the individual public employees as well as groups of public employees, working in large organizations in the governmental sector, to higher levels of performance and integrity; and
- (v) acquaint the participants with modern concepts and techniques in personnel administration and the findings of social sciences having a bearing on them; and to help develop the ability to identify personnel problems,

analyse their causes and formulate solutions in the light of the environmental demands, the organizational goals and the internal stresses and pressures.

9. *Computer Applications in Law and Order Administration*

Third Course	September 15-25, 1976
Course Director	: Prof. Virendra Gupta
Associate Director	: Shri T.A. Chari, Director, Directorate of Coordination, Police Computers, New Delhi.
Participants	: 27
Theme Talk	: Shri Ashwini Kumar, Director- General, Border Security Force, Ministry of Home Affairs, Government of India.

The course was specially designed keeping in view the future work requirements of the law enforcement agencies.

The course broadly covered:

*Computer basics* : Computer hardware and software, punched card and equipment, systems analysis and systems design.

*Applications in* : The crime information system (crime, criminal modus operandi and fingerprint records); traffic; simulation, control room operations forecasting for long-range planning, personnel records, inventory management, network analysis and payroll.

*General* : Management information system, human problems in computerization, importance of communication, network in police computerization.

Prof. A.S. Douglas, Professor of Computational Method, London School of Economics, London, United Kingdom delivered a talk on 'Use of Computers in Social Sciences' to the participants in the course.

10. *District Planning: Problems and Techniques*

Second Course	September 20-30, 1976
Participants	: 28
Third Course	December 6-15, 1976
Participants	: 14
Course Director	: Shri K.N. Kabra

The course aimed at creating the necessary skills for regional planning among the administrators at the State and district levels. Non-availability of suitably skilled regional planners in adequate numbers presently constitute one of the major constraints for the successful implementation of the multi-level planning framework which has been adopted since in the Fifth Plan. The contents of the course included:

- (i) techniques of economic, spatial and demographic analysis;
- (ii) techniques of planning, programming and project evaluation;
- (iii) introduction to network techniques and performance budgeting;
- (iv) socio-technical system and organization theory; and
- (v) workshop on planning for selected sectors of the district system.

#### 11. *Tribal Development Administration*

Third Course	November 17-27, 1976
Course Director	: Prof. A.P. Barnabas
Training Associate	: Shri Raj Kumar Nandy
Participants	: 27
Inauguration	: Shri K. Brahmananda Reddy, Minister of Home Affairs, Government of India.

The objectives of the course were to:

- (i) provide an understanding of the tribal life and culture;
- (ii) discuss new policies, plans and programmes for tribal development;
- (iii) examine the role of administration implementing development programme in tribal areas; and
- (iv) exchange experience in the implementation of the programme in different areas.

#### 12. *Diagnosing Human Behaviour in Administration*

Third Course	November 29-December 1, 1976.
Course Directors	: Shri R.N. Haldipur Prof. Kuldeep Mathur
Participants	: 31

The purpose of this course designed for officers of the level of Joint Secretaries in the Government of India and of equivalent position in the States was to examine: (i) how research findings in behavioural sciences and analytical tools based on these findings, can help administrators in diagnosing and predicting human responses to administrative actions; and (ii) how this data is relevant to decision-making.

The course provided: (a) understanding of some relevant research findings of behavioural sciences in administration and the impact of these findings on administrative leadership; (b) discussion of available models of: (i) organizational analysis; (ii) individual, group and intergroups conflict; (iii) administrative change; (c) awareness of the implications for public administration of a society in transition, such as the Indian social order; what was the role of social institutions in the transformation of administration; and (d) understanding of administrative leadership.

### 13. *Policy Formulation and Implementation*

Second Course	December 20-31, 1976
Course Director	: Prof. J.K. Ray
Participants	: 30

The objectives of the course were to:

- (i) familiarize the participants with researches on public policy;
- (ii) enable the participants to gain a better appreciation of the complex of forces giving rise to policy alternatives;
- (iii) acquaint the administrators with some tools for the development and evaluation of policy alternatives; and
- (iv) encourage administrators to suggest improvements in the contents and workability of policies by using their experiences of and lessons from the implementation of policies.

### 14. *Agricultural Administration*

First Course	December 27, 1976-January 7, 1977
Course Directors	: Prof. Kuldeep Mathur Shri Sudipto Mundle
Participants	: 20

The course aimed to:

- (i) give the participants an integrated perspective of agricultural development;
- [(ii) provide better appreciation of modern management techniques in the administration of agricultural development programme; and
- (iii) project the economic and social consequences of agricultural development and discuss the ways administration can intervene for corrective/preventive action.

#### 15. *Social Policy and Administration*

Sixth Course	January 10-22, 1977.
Course Directors	: Prof. V. Jagannadham Prof. A.P. Barnabas
Training Associate	: Shri B.R. Sharma
Participants	: 20

The objectives of the course were to:

- (i) acquaint the participants with the problem of formulation of policy and its implementation in the social sector;
- (ii) examine the inter-relationships between economic and social developments; and
- (iii) identify the contribution of social services and social welfare programmes to human resource development.

#### 16. *Personnel Policies and Practices*

Third Course	January 17-29, 1977.
Course Director	: Prof. S.R. Maheshwari
Participants	: 26
Inauguration	: Dr. A.R. Kidwai, Chairman, Union Public Service Commission, New Delhi.

The objectives of the course were to:

- (i) present an integrated perspective of the existing personnel policies and practices in the field of public administration in India;
- (ii) develop a more critical appreciation of the underlying policies and purposes of different approaches in



- personnel administration for greater organizational effectiveness; and
- (iii) promote an understanding of modern concepts and techniques in personnel administration and the relevant findings of social sciences to motivate public personnel, to identify personnel problems and to formulate appropriate solution in the light of organizational needs, environmental pressures and material commitments.

#### 17. *Project Appraisal and Investment Planning*

Third Course	January 17-27, 1977
Course Director	: Dr. K.N. Kabra
Training Associate	: Shri N.C. Ganguli
Participants	: 25
Fourth Course	March 14-24, 1977
Course Directors	: Dr. K.N. Kabra Shri N.C. Ganguli
Participants	: 34

The purpose of the course was to present a broad picture of the important conceptual and practical issues and problems in project formulation and appraisal as well as to introduce the participants to the intricacies and nuances of some of the sophisticated tools and techniques of project evaluation relevant to the Indian environment and resource potential. Illustrative case material was also provided to supplement lecture-discussions specially in the decision-making processes associated with project formulation and appraisal.

#### 18. *Training Methodology*

Second Course	March 1-11, 1977
Course Director	: Shri A.P. Saxena
Participants	: 27
Inauguration	: Shri P.L. Tandon, Director-General, National Council of Applied Economic Research, New Delhi.

The course was intended for senior training personnel to examine and develop understanding of: (i) some basic concepts and elements in the planning of training activity and the creation

of training environment; (ii) range of training techniques and criteria for choice; and (iii) principles of evaluation of training.

The course included coverage of various issues in formulating training methodology including a systems view of training. The course was designed to maximize participative discussion and experimental learning.

#### OTHER SPONSORED PROGRAMMES

##### 19. *Management of State Corporations*

Special Course	January 3-March 26, 1977.
Course Director	: Shri J.C. Kapur Shri Nasir Tyabji
Participants	: 22
Inauguration	: Shri Bazle Karim Adviser, Bureau of Public Enterprises, Ministry of Finance, Government of India, New Delhi.
Concluding Address	: Shri G.C. Baveja, Additional Secretary and Director General, Ministry of Finance, Bureau of Public Enterprises.

The course aimed at providing a framework within which senior executives would be able to fit in their problems of planning, coordination and control.

The course exposed the participants to methods of problem identification, formulation, analysis and solution within the constraints imposed by the environment.

##### 20. *Project Identification, Formulation and Appraisal (with Emphasis on Power)*

First Course	February 5-March 4, 1977.
Course Directors	: Dr. K.N. Kabra Shri J.C. Kapur
Training Associates	: Shri N.C. Ganguli Shri V. Subramaniam
Participants	: 12

The course focused on power projects and was designed to give the participants the necessary perspective and to develop their competence in identification, formulation and appraisal of projects. The main objectives of the course were to:

- (i) provide an understanding of the relation between general macro-economic planning, and identification, formulation and appraisal of projects;
- (ii) acquaint the participants with modern techniques and methodologies used for identification, formulation and appraisal of development projects; and
- (iii) create an awareness of basic management techniques in the context of project development.

21. *Project Implementation, Monitoring and Evaluation - Power*

First Course

February 14-March 4, 1977.

Course Director

: Shri M. Thyagarajan

Participants

: 15

The course was designed to develop working knowledge and skills about the use and application of different management techniques for implementation, monitoring and evaluation of power projects. The main objectives of the course were to:

- (i) develop knowledge and appreciation among the participants about modern methods and techniques and improved procedures for effective and efficient implementation of projects and programmes;
- (ii) develop practical capabilities through participation and involvement in specially prepared case studies, exercises and discussions identifying needs and problems and in designing, developing and operating monitoring and information systems for specific organizations and situations for effective implementation, action timely and well-informed decisions;
- (iii) develop practical skills and understanding to plan, use and control resources and to interrelate physical and financial aspects of the projects, programmes through resource based PERT networks, scientific inventory and materials management methods and performance budgeting, etc.; and

- (iv) to develop organizational base at various levels for functional and administrative integration and inter-departmental coordination for effective implementation of the projects/programmes.

22. *Advanced Professional Programme in Public Administration*

Second Programme	August 2, 1976-May 2, 1977 Nine Months
Programme Director	: Prof. J.K. Ray
Participants	: 13
Inauguration	: Shri B.D. Pande, Cabinet Secretary, Government of India, New Delhi.

The programme consisted of 4 major areas of emphasis. The first area covered various elements of Indian traditions and environments relevant for current administrative situations. It highlighted specific features of the legal, constitutional, political, economic, social and technological environment which have a bearing on development efforts.

The second area focused attention on the relevant theories of organizational development and management. Systems approach to organizational structure and relationship and organizational and inter-personal behaviour, oriented to efficient performance, constituted the core of this area. New concepts and techniques of financial and personnel administration were also given due emphasis.

The third area consisted of three parts. The first part dealt with modern concepts and approaches to public policy and decision-making. The second part was devoted to the familiarization of the participants with certain elements of modern management techniques like Operations Research, Programme and Performance Budgeting, Project Formulation, Network Analysis Basics, Application of Computers, Elements of Statistics and Survey Research Methodology. The third part was devoted to an in-depth study of selected areas of policy application.

The fourth area afforded an opportunity to apply the concepts as well as adapt the analytical skills developed in the earlier areas to the study of concrete administrative problems. This led to the

preparation of a dissertation/project report. The project work was guided by the faculty.

The four areas were sub-divided into 15 courses of study (or papers) as follows:

1. Indian Social System. 2. Indian Administrative System.
3. (a) Indian Economic System. 3(b) Indian Economic Development and Planning. 4. Macro-Economic Theory. 5. Economic Policies. 6. Organization Theory. 7. Public Policy and Decision-Making. 8(a) Research Methodology. 8(b) Statistics. 9. Financial Management. 10. Public Personnel Administration. 11. Development Administration. 12. Managerial Economics. 13(a) Organization Behaviour. 13(b) Organization Behaviour. 14. Operations Research. 15. Bases and Applications of Computer.

#### *Level of Participants*

The programme was meant for experienced officers of the level of senior Deputy Secretaries and Directors in the Government of India and the equivalent level of officers in the States and the Central Services Class I, and university teachers with at least 5 years of post-graduate teaching experience.

#### *Evaluation System*

The evaluation system consisted of written examinations, term papers, seminar reports, field studies, a project report/dissertation, and *viva voce*.

#### *Study Tour Abroad*

There was a study tour abroad as a part of the programme. This was to round off the understanding of the participants about development administration through a comparative appreciation of how challenges of industrialization are met in some of the developing countries. This tour was for a fortnight and the countries visited were Thailand and Malaysia.

#### *Award*

The valedictory address was delivered by the President of the Institute, Dr. B.D. Jatti who distributed the diplomas and awarded the prize. Dr. Jagjivan Ram, Chairman of the Institute presided.

### B.1.2. MANAGEMENT DEVELOPMENT PROGRAMME/OTHER COURSES

The Institute organized 28 Management Development Programmes/other Courses.

Objectives of the programmes and their special features were:

1. *Network Techniques and Performance Budgeting at Madras for Madras Refineries.*

First Course	April 1-21, 1976.
Participants	: 25
Inauguration	: Dr. M.S. Nadkarni, Managing Director, Madras Refineries Ltd., Madras.
Concluding Address	: Shri K.T. Krishnamurthi, Refineries Manager, Madras Refineries Ltd., Madras.
Second Course	April 26-May 13, 1976
Participants	: 23
Concluding Address	: Shri K.T. Krishnamurthi Refineries Manager, Madras Refineries Ltd., Madras.
Course Director*	: Shri M. Thyagarajan

The objectives of the courses were manifold. It provided adequate knowledge and practice of the concepts, principles and mechanics of the network and performance budgeting techniques for construction management and control of capital projects. The course covered many aspects such as project planning and control through network system, cost planning and cost control through network based performance budgeting system, network techniques and materials planning, advance application of network techniques, etc.

One special feature of the course was that it had a practical orientation. The participants were required to solve many practical problems. They also dealt with problems relating to construction projects which made them appreciate the practical aspects of the techniques.

In addition, the course also had intensive workshop sessions; certain sanctioned projects were chosen and the participants were

required to evolve the PERT/CPM based plans, schedules, performance budgets, performance control system, etc., during these sessions. Exposure to these techniques with a practical approach in the manner stated above provided an opportunity to participants to acquire a rich experience in the subject and enable them to adopt these modern management aids in their capital projects.

2. *Operations Research for Officers of Development Corporations (M.P.) at Bhopal*

Special Course	May 17-27, 1976.
Course Director	: Prof. Kanti Swarup
Participants	: 19
Inauguration	: Shri M.S. Choudhry Chairman, M.P. State Dairy Development Corporation Ltd., Bhopal
Concluding Address	: Shri S.C. Verma Chief Secretary, Government of Madhya Pradesh, Bhopal

The course aimed:

(i) to acquaint the participants with the fundamental principles of Operations Research; (ii) to demonstrate the applicability of O.R. techniques to a variety of real-life problems in complex situations such as Policy Planning, Production Planning and Control, Finance and Project Management; (iii) to familiarize the participants; and (iv) to provide a common forum for and discussion of problems from their organizations.

The course maintained a proper balance between discussion of the theory of the various techniques and illustrations of its applications through examples and case studies.

3. *Management Techniques for BHEL Executive Trainees (Finance and Systems Group)*

Workshop	June 7-July 5, 1976
Workshop Directors	: Prof. Kanti Swarup Shri A.P. Saxena
Participants	: 33

The workshop was the practical exercise part of the Special Course on the subject conducted earlier for BHEL Executive Trainees of both Finance and Systems Groups.

#### 4. *Training of Trainers*

First National Seminar	July 12-17, 1976
Seminar Director	: Shri A.P. Saxena
Participants	: 27
Inauguration	: Shri Om Mehta Minister in the Ministry of Home Affairs, Government of India

Specifically the seminar sought to:

- (i) re-examine the principal tasks and responsibilities of trainers;
- (ii) enhance the acquisition of the knowledge, skills and attitudes required of trainers to enable them to perform better training function; and
- (iii) provide inter-active perception of new training approaches and concepts.

The seminar coverage included Conditions of Learning, Role Perception of a Trainer, Training Functions Model—Ingredients and Implementation, *e.g.*, Identification of Needs, Evaluation and Preparation of Training Plans.

#### 5. *Finance for Non-finance Executives*

Second Course	July 19-24, 1976
Course Director	: Dr. B.N. Gupta
Participants	: 25

The objectives of the course were to provide a conceptual framework of finance and accounts so that it would be effectively used for intelligent business decisions by non-finance executives. The course stressed on the application of financial tools and techniques. The participants were exposed to managerial analysis of financial statements, use of ratios for measuring and controlling performance, application of cost data for management decisions, evaluation of capital expenditure, profit planning with the help of break-even analysis, etc. The emphasis was to develop a core of financial knowledge among non-finance executives and its application in taking managerial decisions. The subject was illustrated with the help of practical situations and case studies.



6. *Human Phenomena*

First Course August 9- 21, 1976  
Course Director : Dr. Jaideep Singh  
Participants : 2

The course aimed at facilitating the emotional-cum-conceptual evolution of the participants via an interactive discussion of psycho-behavioural conceptions and processes.

The course content included psycho-behavioural conceptions and processes, leadership, organizational development, environmental context, etc.

7. *Drought Prone Areas Programme for State Level Heads of Departments*

Workshop August 24-27, 1976  
Workshop Directors : Prof. M. Bhattacharya  
Dr. N.K.N. Iyengar  
Participants : 39  
Inauguration : Dr. Jagjivan Ram  
Minister of Agriculture and  
Irrigation, Government of  
India.  
Concluding Address : Shri B. Sivaraman,  
Member, Planning Commission, New Delhi.

The workshop sought to promote an understanding among participants, of the need for both formal and behavioural changes. Its purpose was to raise questions about the way the Drought Prone Areas Programme is presently being worked. In the process the deliberations would hopefully generate fresh ideas about better modes of problem-solving.

8. *Voluntary Labour Work for BHEL Executive Trainees in Finance and Systems Groups at Hardwar*

Special Programme August 31-September 11, 1976  
Programme Directors : Prof. Kanti Swarup  
Shri Sudipto Mundle  
Participants : 33  
Inauguration : Shri K.N. Khanna  
General Manager (Admn.)  
Bharat Heavy Electricals  
Ltd., Hardwar.

The programme was conducted at Hardwar. The trainees were divided into two batches and distributed to a village surrounding BHEL township at Hardwar. with each batch a faculty member from Institute was attached. The programme included labour work on a specified project in BHEL township.

9. *Visit to Government Departments and Banks for BHEL Executive Trainees in the Finance Group*

Special Programme September 13-25, 1976.

Programme Directors : Shri A.P. Saxena  
Shri J.C. Kapur  
Dr. K.L. Handa

Participants : 23

To familiarize the participants with the working of the various Government departments and banks visits were arranged for the BHEL executive trainees in the Finance Group. Where necessary, talks by Government bank officials were also arranged. Departments visited included the Department of Heavy Industry, Office of the Controller of Imports and Exports, Directorate General, Supplies and Disposal, Planning Commission, Ministry of Finance, Reserve Bank of India, Bureau of Public Enterprises, Industrial Development Bank of India, Bank of Baroda, etc.

10. *Visit to Government Departments for BHEL Executive Trainees in Systems Group*

Special Programme September 27-October 5, 1976

Programme Directors : Shri A.P. Saxena  
Shri J.C. Kapur  
Dr. K.L. Handa

Participants : 10

The visits were arranged to familiarize the BHEL executives trainees in Systems Group with the working of the Government Departments. Where necessary talks by Government officials were arranged. Departments visited included Department of Heavy Industry, Office of the Chief Controller of Imports and Exports, Directorate General, Supplies and Disposal, Bureau of Public Enterprises, Central Collectorate Customs and Central Excise etc.

11. *Management Information Systems for the Officers of the Department of Supply, Government of India*

First Phase                      October 5-19, 1976.

Second Phase : December 6-24, 1976

Course Directors : Prof. Virendra Gupta

Shri G.K. Amar

Shri J.C. Kapur

Participants : 25

The programme specially designed for the officers of the Department of Supply who were concerned directly or indirectly with policy formulation and decision-making was intended to introduce:

- (i) systems thinking as it relates to generation, flow analysis and processing, storage and retrieval and use of information;
- (ii) steps necessary for design and installation of information systems; and
- (iii) use of information systems in decision-making process and overall control.

Discussions were focused on practical aspects of information systems for various functions of the different wings of the Department of Supply. The role of computer in Management Information System was also discussed.

12. *Industrial Management for selected Executives of the Government of Assam at Dispur.*

Special Course                      September 20-October 30,  
1976

Course Director : Prof. Kanti Swarup

Participants : 26

Inauguration : Shri S.C. Sinha

Chief Minister,  
Government of Assam

Concluding Address : Shri Rana K.D.N. Singh

Chief Secretary  
Government of Assam

The Government of Assam through this course provided an opportunity to its officers to learn the basic concepts of modern industrial management techniques with particular reference to management of State sector enterprises. It was expected that the

The course covered the following topics :

### 13. Role of Operations Research in Decision-Making

Course Directors : Prof. Kanti Swarup  
Shri R.K. Sachdeva

The objectives of the course were:

- #### 14. Computers in Management

Fifth Course November 2-12, 1976

Course Director : Prof. Virendra Gupta

Participants : 35

44

provide an understanding of electronic digital computers and their applications to real-life business situations and management problems. The primary emphasis of this course was on the following:

- (i) Elements of computer system to gain an understanding of computer hardware, software, systems and programming concepts for using computers in real-life business situations,
- (ii) Analysis of the areas of management for which a computer may be suitable.

#### 15. *Management Information Systems*

First Workshop November 15-27, 1976

Workshop Director : Shri J.C. Kapur

Participants : 28

The workshop aimed at developing the necessary skills for analysing and designing the real-life functional information systems. The number of lecture-sessions were restricted to the minimum necessary for the purpose. The participants designed in small groups information systems for different functions like project management, materials, personnel, finance, etc. The role of computers in Management Information Systems was also discussed.

#### 16. *Management Techniques for BHEL Graduate Engineers Trainees at Hardwar.*

First Course November 22—December 24, 1976

Participants : 31

Inauguration : Col. S.P. Wahi  
General Manager, Bharat Heavy Electricals Ltd., Ranipur, Hardwar

Second Course February 2-March 2, 1977

Participants : 28

Inauguration : Shri K.N. Khanna  
General Manager (Admn.), Bharat Heavy Electricals Ltd., Ranipur Hardwar.

Course Director : Prof. Kanti Swarup

The objectives of the course were:

(i) To acquaint the participants with the fundamentals of modern management techniques; and (ii) to demonstrate the applicability of these techniques to a variety of real-life situations in the field of financial management, project management, material-management, etc.

The trainees were trained in the following: (i) Principles of Management; (ii) Production Management; (iii) Financial Management and Cost Control; (iv) Personnel Management; (v) Organizational Behaviour and Inter-personnel Relations; (vi) Industrial Engineering; (vii) Industrial Relations; (viii) Operations Research; (ix) Statistics; (x) Data Processing and Information Systems; (xi) Materials Management; and (xii) Marketing Management.

17. *Performance Budgeting for Public Sector Undertakings*  
Eighth Special Course                      November 24-December 21,  
1976

Course Director                      : Prof. M.J.K. Thavaraj  
Participants                          : 17

The course was mainly designed to familiarize the participants with some of the essential features of performance budgeting and allied financial techniques and to stimulate discussion on the adequacy of the existing financial procedures and practices in public undertakings.

18. *Financial Management Techniques*  
Fourth Course                              December 13-24, 1976  
Course Director                      : Dr. B.N. Gupta  
Participants                              : 34

The course was designed to provide an opportunity to the participants to:

- (i) interact among themselves on the problems of financial management in the public enterprises;
- (ii) discuss some of the modern concepts and techniques which could be used in managing finances of their enterprise;
- (iii) acquaint themselves with some of the quantitative techniques like linear programming, risk analysis, game theory, etc., and their application to financial decision-making; and
- (iv) discuss realistic financial problems and develop approaches or strategies towards their solution.

19. *Modern Management Techniques at Bhopal for M.P. State Government Executives*

Special Course	December 13-24, 1976
Course Director	: Shri A.P. Saxena
Participants	: 27
Inauguration	: Shri S.C. Verma Chief Secretary, Government of Madhya Pradesh
Concluding Address	: Shri Tejpal Tembre Minister for Revenue, Government of Madhya Pradesh

The programme was designed :

- (i) to acquaint the participants with the fundamental principles in modern management techniques;
- (ii) to demonstrate the applicability of management techniques to a variety of real-life problems in complex situations such as Policy Planning, Production Planning and Control, Finance and Project Management; and
- (iii) to provide a common forum for and discussion of problems from their organization.

20. *Management Techniques at Madras for the Ennore and Basin Bridge Thermal Power Projects of the Tamil Nadu Electricity Board*

Special Course	December 27, 1976— January 8, 1977
Course Director	: Shri M. Thyagarajan
Participants	: 31
Inauguration	: Shri C. Sanjeevi, Chief Engineer (General), Tamil Nadu Electricity Board, Madras
Concluding Address	: Shri P. Ambrose Chairman, Tamil Nadu Electricity Board, Madras.

The course was one of the first five under 'Training-cum-Consultancy' assignment with the Tamil Nadu Electricity

Board. The objectives of the course were to provide adequate knowledge of the concepts, principles, mechanics and applications of the modern management techniques to Ennore and Basin Bridge thermal power stations. The courses were considered as essential prerequisites for the application of the techniques to real-life problems in these projects. Expenditure to these techniques would provide opportunity to the participants to acquire knowledge in the subjects and enable them to adopt these modern management aids in their projects.

21. *Network Techniques and Performance Budgeting at Chandigarh for the Government of Punjab*

Special Course	January 24-February 12, 1977.
Course Director	: Shri M. Thyagarajan
Participants	: 39
Inauguration	: Smt. Usha Vohra Planning Commissioner, Government of Punjab, Chandigarh

The special intensive practical course had been organized by the Institute on the request of the Government of Punjab for officers of the Bhatinda thermal power project. The objectives of the course were manifold. It provided adequate knowledge and practice of the concepts, principles and mechanics of the network and performance budgeting techniques for construction management and control of capital projects. The course covered many aspects such as project planning and control through the network system, cost planning and cost control through network based performance budgeting system, network techniques and materials planning, advance appreciation of network techniques, computerization of planning and control system.

One special feature of the course was that it had a practical orientation. The participants dealt with problems relating to construction projects which made them appreciate the practical aspects of the techniques.

The highlight of the course was its workshop sessions. In addition to the numerous practical exercises relating to a major complex thermal power project, specially designed for this programme, the participants tackled major projects in the Punjab State.



The participants were required to evolve, for these projects, the PERT/CPM based plans, schedules, cash flow patterns, budgeting systems, performance budgets, performance control systems, etc., during the workshop sessions. Exposure to these techniques with a practical approach in the manner stated above provided an opportunity to the participants to acquire rich experience in the subjects and enable them to adopt these modern management aids in their capital projects.

22. *Performance Budgeting for the Executives of the Government of Pondicherry at Pondicherry*

Special Course	February 10-17, 1977
Course Director	: Prof. M.J.K. Thavaraj
Participants	: 55
Concluding Address	: Shri P.M. Nair, Secretary, Finance and Works, Govern- ment of Pondicherry, Pondicherry

The basic objective of the programme, specially designed for the officers of the Government of Pondicherry, was to familiarize the participants with the conceptual framework of performance budgeting with all its ramifications comprising of classification of expenditure, norms and standards for the measurement of work performance, accounting, reporting, review and so on. In addition, knowledge was imparted in certain techniques of planning management and accounting which were useful aids to a proper installation and operation of a system of performance budgeting. The participants were also afforded an opportunity to do some exercises in budgets from conventional to performance types.

23. *New Dimensions in the Management of Human Resources*

Second Course	February 21-26, 1977
Course Directors	: Prof. V. Jagannadham Dr. Jaideep Singh
Participants	: 23

The purpose of the course was to help the participants and develop their desire and ability to use some of the important concepts and skills of the Managerial Behavioural Sciences in their organizational systems.

The course content included the concept of human resources, the scientific art of management, the managerial process, individual multipersonnel and organizational behaviour and the new approach to the management of human systems.

24. *Management Information Systems for Top and Senior Executives*

First Seminar	February 23-March 5, 1977
Seminar Director	: Prof. Virendra Gupta
Participants	: 34
Theme Talk	: Shri P.L. Tandon, Director General, National Council of Applied Economic Research, New Delhi.
Concluding Address	: Shri Mantosh Sondhi Secretary, Department of Heavy Industry, Government of India

The Seminar was intended to introduce:

- (i) Systems thinking as it relates to generation, flow analysis and processing, storage and retrieval and use of information;
- (ii) steps necessary for design and installation of information systems; and
- (iii) Use of information systems in decision-making process, and overall control.

Discussions were focused on the practical aspects of design and installation of information systems in different situations such as planning, execution and operation of projects and programmes. The role of computers in Management Information Systems also was discussed.

25. *Regional Programme on Management of Agriculture*

The Institute conducted a programme on 'Management of Agriculture' in collaboration with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and the Asian Centre for Development Administration (ACDA) from September 6-24, 1976 in New Delhi. The specific objectives of the programme were:

- (i) to re-examine the concept of national development and to determine the place of agriculture in it;

- (ii) to review the major issues connected with the development of policy alternatives in agriculture;
- (iii) to discuss selected short-term and long-term issues of action pursued by governments in the region for increasing agricultural production; and
- (iv) to identify key management issues involved in implementing national agriculture policy and to consider appropriate managerial interventions.

The participants were drawn from Afghanistan, Bangladesh, Bhutan, India, Indonesia, Iran, Japan, Korea, Malaysia, Nepal, Pakistan, the Philippines, Sri Lanka, Singapore and Thailand.

The directing staff of the course from IIPA were Shri R.N. Haldipur, Director, Dr. A.P. Barnabas, Dr. Kuldeep Mathur and Shri A.P. Saxena and from I SCAP/ACDA Dr. A.M. Banerjee and Dr. S. Wansinghe.

The programme was inaugurated by the then Union Minister of Agriculture, Dr. Jagjivan Ram and the concluding address was given by the Vice-President of India, Shri B.D. Jatti.

## 26. *Workshop on 'Designing Participative System in Various Government Ministries/Departments'*

In collaboration with the National Labour Institute, the Institute organized a workshop on 'Designing Participative System in Various Government Ministries/Departments, from April 7 to 9 at the Institute. The purpose of the workshop was essentially to explore the participative principle with a view to improving the quality of work and working life in different Government Ministries, Departments and Agencies. One major issue that came up was to find out how to involve the different layers of employees working in a Government organization in a meaningful way to integrate their work activities with one another's efforts and canalize these integrated efforts to serve their larger clientele.

The participants were drawn from the Central Ministries and Departments. Prof. Einar Thorsrud, Chairman of the Council of the Quality of Working Life, Professor of Oslo University and Research Director of Work Research Institutes, Oslo (Norway) and Dr. (Mrs.) Merrelyn Emery of the Australian National University were associated with the Workshop.

### B.1.3. CENTRE FOR URBAN STUDIES

The Centre for Urban Studies organized nine short-term training courses/workshops.

The objectives of the courses and their special features were:

#### 1. *Laws in Municipal Administration*

Sixth Course	May 10-22, 1976
Course Director	: Shri M.K. Balachandran
Training Associate	: Shri M.K. Narain
Participants	: 21

The course was designed primarily with the objective of familiarizing the senior municipal officers with the underlying principles of and the changes taking place in various laws which have a bearing on municipal administration.

It covered topics relating to municipal laws and other laws having a bearing on municipal administration and relating to encroachments and unauthorized constructions, planning legislation, assessment and valuation, prevention of food adulteration and other related topics. The subjects under laws included the law of torts and contracts, land acquisition, labour laws, and judicial reviews of administrative action. In addition to lectures, there were group discussions on general topics.

#### 2. *Municipal Financial Management*

Seventh Course	July 5-17, 1976
Course Director	: Prof. A. Datta
Training Associate	: Shri B.M. Verma
Participants	: 19

The present course was a revised version of the earlier courses on *Municipal Budgeting and Finance*. The primary aim, as before, was to offer a rounded course on the entire gamut on municipal budgeting, financial control and management. The course was directed to senior officials of the major municipal authorities and State Governments dealing with municipal finance. The course method included lecture-discussions, case sessions and syndicate sessions.

### 3. *Municipal Management Techniques*

Third Course	August 2-21, 1976
Course Director	: Shri K.S.R.N. Sarma
Participants	: 12

The main objective of the course was to familiarise the municipal officers with some new methods of administrative improvement. Efficient delivery of municipal services like water supply, public health facilities, etc., could be secured by the application of a number of well-accepted management techniques.

Apart from lecture discussion exercises and case studies, each group of participants undertook project work for a week outside Delhi. The purpose of this was to let the participants appreciate the applicability of the above techniques to real and live problems in a municipality.

### 4. *Municipal Personnel Management*

Fourth Course	October 18-30, 1976.
Course Directors	: Prof. M. Bhattacharya Dr. N.K.N. Iyengar
Participants	: 21

The main objective of the course was to examine the personnel policy being followed in municipal administration and to critically review the management of the municipal personnel function in order to get the most out of the investment in human resources. In recent times, personnel management function has been very broadly defined. It included not only the traditional concerns regarding selection, placement, appraisal, discipline and control, salary administration and labour relations; increasingly new concepts were being used to orient public administration toward what was broadly called human resources development. In the present course, an attempt was made to blend together these two mutually supportive streams of thought on personnel administration. All in all what would be aimed at was to critically examine the current municipal personnel practices and see how these concepts could be changed to suit the needs of human resources development.

5. *Valuation and Assessment for Property Taxation*  
 Third Course November 8-17, 1976  
 Course Director : Prof. A. Datta  
 Training Associate : Km. Shanta  
 Participants : 22

The course aimed at :

- (i) understanding the scope and potentialities of property taxes;
- (ii) appreciation of the methods of valuation and assessment of property taxation; and
- (iii) awareness of the human and the systems aspects of property tax administration.

6. *Integrated Urban Development Programme*

- Second Workshop November 17-26, 1976  
 Workshop Directors : Dr. Girish K. Misra  
 Shri E.F.N. Ribeiro  
 Town and Country Planning  
 Organization, Ministry of  
 Works & Housing, Govern-  
 ment of India
- Participants : 36
- Inauguration : Shri K. Raghuramaiah  
 Minister of Works and  
 Housing, Government of  
 India.
- Concluding Address : Shri C.S. Chandrasekhara  
 Chief Town Planner.  
 Town and Country Planning  
 Organization, Ministry of  
 Works and Housing,  
 Government of India.

The objective of the workshop organized in collaboration with the Town and Country Planning Organization of the Ministry of Works and Housing, Government of India, was to provide the requisite expertise in the preparation of integrated urban development programme for cities or towns, to the senior level officials from the Town and Country Planning Departments under various State Governments.

The workshop enabled the participants to acquire the basic understanding of various scientific techniques like Operations Research (OR); Planning, Programming and Budgeting System (PPBS); and PERT/CPM for solving their management problems. These techniques would familiarize the participants with the relevance of decision-making tools in urban planning and development.

#### 7. *Urban Plan Administration*

Second Course	December 13-24, 1976
Course Directors	: Prof. H.U. Bijlani Shri M.K. Balachandran
Inauguration	: Shri H.K.L. Bhagat, State Minister for Works and Housing, Government of India.

The scale and pace of urbanization that is occurring in our country had come to a stage of constituting one of the most serious problems. Substantial increases in urban population were inevitable. The situation in cities was already serious with slum squatter areas, increasing backlog in services and shortage in housing and developed land sites at reasonable prices. Urban planners, engineers and administrators had to adopt new approaches not only to improve the existing city conditions but also to absorb the new-comers. This had to be done under many constraints the most important being the limitation of resources.

The main aim of the course was to discuss these problems and also to underline as to how crucial was the role of cities and towns in providing employment, infrastructure and services to economic and social development. It would also acquaint the participants with the relevant tools of plan administration and management.

#### 8. *Municipal Corporate Management*

Workshop	January 10-14, 1977.
Workshop Directors	: Prof. Mohit Bhattacharya Dr. K.L. Handa
Participants	: 17

The objectives of the workshop were:

- (i) to critically examine to existing state of planning in municipal administration;

- (ii) to create awareness of the need for forward planning of the activities of municipal authorities to adjust these to the projected requirements in various functional areas, such as water supply, roads, public health facilities; etc.,
- (iii) to lay emphasis on the formulation of a corporate plan which was intended to lend a unity of purpose and integrated approach to municipal management; and
- (iv) to provide an opportunity to the participants to discuss the modalities of corporate planning and the relevant modern management techniques.

#### 9. *Urban Water Management*

Workshop	February 7-12, 1977
Workshop Director	: Shri K.S.R.N. Sarma
Training Associate	: Shri M.K. Narain
Participants	: 23

The main objective of the workshop was to familiarize the officers in charge of water supply in the major cities with some of the new methods of administrative improvement. Efficiency in the water supply system could be promoted by the application of a number of well accepted management techniques. Hopefully, the participants would be able to achieve better standards in the provision of this crucial public utility service by appreciating the techniques of management.

### SEMINARS

#### 1. *Seminar on Octroi and Terminal Taxes* (October 28-29, 1976)

The seminar was organized to consider mainly the possibilities of substitution of octroi and terminal taxes by some other suitable levy at the local and State level. The discussions in the seminar were held in the following five sessions: (1) plenary session, (2) administrative problems of octroi and terminal taxes, (3) alternatives to octroi and terminal taxes, (4) review of experience in substituting octroi and terminal taxes, and (5) concluding session.

Besides a number of IIPA faculty, 27 experts from Central and State Government departments, municipal bodies and academic institutions participated. A number of papers were contributed by the participants on the theme of the seminar.

Prof. A. Datta directed the seminar.



## 2. *Seminar on Law and Urban Land* (January 28-29, 1977)

The seminar discussions were mainly concerned with the adequacy or otherwise of the existing laws (more particularly the Land Acquisition Act of 1894) as applicable to urban land; in the framework of the Constitution need for separate legislation for land acquisition, and the need for having a system of land bank for development purposes. Besides the first session devoted to general discussion, the seminar participants discussed in three sessions land-use control, land as a resource, and land regulations including urban land ceiling legislations.

Over 40 experts took part in the discussion.

Prof. H.U. Bijlani and Shri M.K. Balachandran jointly directed the seminar.

The seminar was inaugurated by Shri N.J. Kamath, Secretary, Ministry of Works and Housing, Government of India.

## B.2. RESEARCH

During the year under review the following research projects and papers were taken up by the members of the faculty. The list below gives the titles of the projects, the names of the members in charge and the progress.

### RESEARCH STUDIES

#### *Completed*

1. Survey of Population Projections for India in the Year 2000 A.D. and Implications for Social Tensions and Crime K.N. Kabra  
N.C. Ganguly
2. Survey of Projections for the Indian Economy in the Year 2000 A.D. and Implications for Social Tensions and Crime K.N. Kabra
3. Action Plan for Regeneration and Development of Tajganj, Agra K.N. Kabra  
Raj K. Nandy  
N.C. Ganguly
4. Evaluation of Rural Water Supply A.P. Barnabas

5. Urban Land and Housing Policies K.N. Kabra
6. Differential Impact of Income-tax Exemption relating to Long-term Personal Savings in India M.J.K. Thavaraj  
M. Lakshmiswaramma
7. Top Management in Police Kuldeep Mathur  
Mohit Bhattacharya
8. Allocation and Utilisation of Police Force in Delhi Kanti Swarup
9. Need for Achievements, Need Satisfaction and Self-Perception of the Civil Servants B.R. Sharma
10. Study of Metering of Municipal Water Supply K.S.R.N. Sarma
11. A Study of the Payment and Management Accounting System in the Department of Supply K.L. Handa
12. Problems of Pensioners in Delhi: A Socio-economic Survey of Policy and Administration V. Jagannadham  
C.M. Palvia  
Shanta Kohli
13. Study of Information Requirements of the Deputy Commissioner's Office —Agricultural Production for the Government of Haryana Nasir Tyabji

#### *In Progress*

1. Impact of Government Stores Purchase Programme on the Small Scale Industrial Sector Nasir Tyabji
2. Nationalisation in the Non-Agricultural Sectors of the Indian Economy since 1947 K.N. Kabra
3. Social Attitudes of Administrators to Change A.P. Barnabas

4. Multi-level Coordination of Development Programmes and Activities with Special Reference to Rural Electrification M. Bhattacharya
5. The Indian Administrator : Sketches from Experience J.K. Ray
6. Organizational Framework for Metropolitan Planning and Development (in collaboration with IIM, Calcutta) A. Datta
7. Urban Public Utilities : Their Distribution and Differential Location (in collaboration with ICSSR) G.K. Misra  
K.S.R.N. Sarma
8. Resettlement Policies : Present, Past and Future H.U. Bijlani  
G.K. Misra  
N.K.N. Iyengar
9. A Regional Development Study for Bastar and Chandra-  
pur Districts with focus on  
Rural Electrification (in colla-  
tion with Rural Electrification  
Corporation) G.K. Misra
10. A Study of the New Delhi South Zone of the Delhi Muni-  
cipal Corporation H.U. Bijlani
11. Legislations Relating to Town Planning and Development Authorities and Their Imple-  
mentation (ICSSR Project) R.N. Haldipur  
M.K. Balachandran
12. A Study of the Supreme Court Decisions Relating to Municip-  
al Administration in India  
since 1950 M.K. Balachandran
13. Comparative Study of Municip-  
al Acts M.K. Balachandran  
D.D. Malhotra

14. Slums and Squatters in an Indian Million (+) City—Policy, Programmes and Perspectives V. Jagannadham  
C.M. Palvia
15. Food Management in India S. Mundle
16. Incidence of Bonded Labour in India S. Mundle
17. Creating a Culture of Organizational Sensitivity in Government Ministries/Departments (in collaboration with the National Labour Institute). The preliminary report of the study has already been submitted. R.N. Haldipur  
Kuldeep Mathur

#### TECHNICAL PAPERS AND OTHERS

##### *Completed*

1. Public Enterprise and Technological Innovations—a paper presented at the 8th General Assembly of Eastern Regional Organization of Public Administration held at Tehran from October 16 to 23, 1976. R.N. Haldipur
2. Performance Measurement (Technical paper for the ACDA) M.J.K. Thavaraj
3. Elements of Curriculum and Syllabus for Training in an Integrated Approach to Budgeting (Technical paper for the ACDA) M.J.K. Thavaraj

##### *In Progress*

1. Annotated Bibliography on Drought Prone Area N.K.N. Iyengar
2. Atlas of New Towns in India H.U. Bijlani  
G.K. Misra

- |  |  |
|--|--|
| 3. Identification of Functional Training Needs in a Government Department- An Approach Methodology     | A.P. Saxena                                |
| 4. Indian Nationalist Movement and the Development of Policies Towards Small Scale Industry            | Nasir Tyabji                               |
| 5. Data Bank on Municipal Administration (Personnel, Finances and Services)                            | G.K. Misra<br>B.M. Verma                   |
| 6. Factor Influencing Attitude Towards Work Responsibility at the Cutting Edge Level of Administration | R.B. Puri                                  |
| 7. Local Government Administration in Urban India -Selected Readings                                   | R.N. Haldipur<br>B.M. Verma<br>M.K. Narain |

### B.3. CONSULTANCY

#### *Completed*

- |  |  |
|--|--|
| 1. Network based Planning and Control System during Turn-around (for a public sector refinery) | M. Thyagarajan<br>R.K. Sachdeva              |
| 2. Organizational structure and interlinkages (for a Public Undertaking)                       | M. Bhattacharya<br>Kuldeep Mathur            |
| 3. Utilization of Vehicles (in a Government Department)  | Kanti Swarup                                 |
| 4. A Study of Municipal Administration and Finance (in a city)                                 | A. Datta                                     |
| 5. A Study of Management Development (in a State municipal corporation)                        | A. Datta<br>Mohinder Singh<br>K.S.R.N. Sarma |
| 6. Comparative Study of Land Reforms, ACDA, Kuala Lumpur.                                      | Kuldeep Mathur                               |

*In Progress* {

1. Production and Marketing of Lac in a Tribal Economy (for an Organization in Bihar) S.K. Goyal  
K.N. Kabra
2. Design and Implementation of an Integrated Planning and Control System (for a public sector undertaking) M.J.K. Thavaraj  
R.K. Sachdeva  
M.K. Thyagarajan  
B. N. Gupta
3. Materials Management (in a Government Department) Kanti Swarup
4. Management Information Systems (for a Supply Department of the Government of India) Virendra Gupta  
G.K. Amar  
J.C. Kapur
5. Development of a Computer based Management Information System (for a public sector undertaking) Virendra Gupta  
G.K. Amar
6. Monitoring Family Welfare Programmes—Systems Framework (prepared for a Government Department) A.P. Saxena
7. Work Relating to a Central Government Department and Public Sector Undertaking A.P. Saxena
8. Designing Financial Management System (for MARKFED, Punjab and to BSCMF, West Bengal) B.N. Gupta
9. Consultancy Assignment for Applications of Network Techniques and the Related Aspects for Manufacturing of Transformers (for a transformers public undertaking) M. Thyagarajan
10. Consultancy Assignment for Training Personnel, Designing and Implementing Management Techniques (in a major thermal power project) M. Thyagarajan

## B.4. CASE STUDIES PROGRAMME

The Committee on Case Studies continued its work with Shri Govind Narain, ICS (retd.), former Secretary, Union Ministry of Defence and Home, as Chairman and Shri B.C. Mathur, Additional Secretary, Department of Personnel and Administrative Reforms, as Project Director.

A sixth volume of case studies is under preparation. A few case studies had been cleared and others were awaiting clearance.

Two separate case studies volumes, one on Tribal Administration, and the other on Land Ceiling Act have been planned. Potential case writers are being approached through State Chief Secretaries and are being commissioned to write on the subjects.

A case study prepared by Shri Raj K. Nandy, a faculty member, on 'Experimenting with Partial Mechanization of Municipal Department' has been accepted for publication.

The faculty too is preparing some case studies for use in the training courses. Shri G.K. Amar has already completed 4 Case Studies. These are : (1) Case Study—Statistical Analysis of Inventories. (2) Heavy Electrical Equipment Plant, Hardwar, (3) Inspection Information System for D.G.S. & D., and (4) Computerized Inventory Control System of Indian Airlines Corporation.

Shri B.N. Gupta has also completed 4 case studies. These are: (1) Star Paper Mill (Capital Budgeting), (2) Hind Metals Products Ltd. (Funds Flow), (3) Project Appraisal (Basic Analysis) I, and (4) Project Appraisal (Basic Analysis) II.

Shri A.P. Saxena has also in hand two case studies: (1) Inventory Investment in Public Enterprises, and (2) Case Studies in Inventory Management.

## B.5. PUBLICATIONS

### B.5.1. PERIODICALS

The Institute continued to bring out the following periodicals during the year:

- (a) Indian Journal of Public Administration (Quarterly);
- (b) Nagarlok (Quarterly Journal of Urban Affairs);

- (c) Documentation in Public Administration (Quarterly);
- (d) Book Reviews in Public Administration (Bi-Annual); and
- (e) IIPA Newsletter (Monthly)

### *Indian Journal of Public Administration*

The Institute brought out four issues during 1976 (volume XXII) which, taken together, ran into 820 pages.

In all, the four issues contained 52 articles, 32 book reviews and 9 book notes. Among the contributors, 45 were administrators, 37 academicians, including 2 from foreign countries.

The subject of the special number in 1976 was 'State Administration in India'.

As in the previous years the Editor has been receiving appreciative references to the quality and standard of the Journal.

Shri T.N. Chaturvedi continued to be the Editor of the IJPA and Shri N.R. Gopalakrishnan is the Assistant Editor.

The Institute's agreement with M/s Swets & Zeitlinger B.V., Amsterdam, Holland, to bring out the out-of-print volumes/issues of the Indian Journal of Public Administration continues. The Dutch firm has also entered into an agreement with the Institute to bring out micro-editions of all the back issues of IJPA.

### *Nagarlok*

Four issues of Nagarlok were brought out during the year including two special issues on :

- (1) Social Indicators for Urban Development; and
- (2) Property Tax Administration.

Shri R.N. Haldipur, Director, IIPA, continues to be the Editor. Prof. A. Datta continues to be the Joint Editor.

### *Documentation in Public Administration and Book Reviews in Public Administration*

Four issues of Documentation in Public Administration were brought out under the joint auspices of the Indian Institute of Public Administration and the Indian Council of Social Sciences Research. So also, two issues of Book Reviews in Public Administration, containing reviews of important publications appearing in leading journals and periodicals, were published.

Shri T.N. Chaturvedi continued to be the Editor of both.



Shri Mohinder Singh, the librarian of the Institute, was the Assistant Editor.

### *IIPA Newsletter*

Twelve issues of the monthly Newsletter, covering all important areas of public administration in India and abroad, were brought out. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur, the Editorial Assistant.

## B. 5.2. OTHER PUBLICATIONS

During the year, the following publications were released:

- (1) Cumulative Index to Indian Journal of Public Administration—Vol. I-XX (1955-74)
- (2) District Planning in India by Sudipto Mundle.
- (3) Planning Process in a District by Kamal Nayan Kabra.
- (4) Assessment Code for Valuation of Properties in the Municipal Corporations.
- (5) Proposals for Model Legislation for Municipal Corporations.
- (6) Population Control in India (Policy-Administration-Spread) by Shri A.P. Barnabas.
- (7) Family Planning in India (A Descriptive Analysis) by Shanta Kohli.
- (8) Integrated Delivery Systems for Social Services by V. Jagannadham and Mohit Bhattacharya.
- (9) Report on the Proceedings of the Twentieth Annual Meeting of the General Body held on October 29, 1975.
- (10) Report on the Proceedings of the 19th Annual Conference of Members of the IIPA held on October 25, 1975.

## B.6. LIBRARY AND REFERENCE SERVICES

The library of the Institute completed the compilation of *Cumulative Index to Indian Journal of Public Administration: Vol. I-XX (1955-74)*. To fully expose the contents, the Index has been divided into seven sections—author index; title index; index to digests of reports; subject index; index to book reviews and book notes; reviewer index; and citation index. The citation index lists over 3,000 works—books, articles, government publications, etc.

—cited by the authors in their contributions. The *Index* has since been published.

The library also undertook the compilation of *Cumulative Index to Nagarlok: Vol. I-VIII*. The *Index* has been completed and is under print. The *Index* is in four sections—author index; title index; subject index; and index to book reviewers.

During the year, the library added 4,742 volumes. On March 31, 1977, the library had 122,771 volumes of books, public documents and periodicals. The number of periodicals on the current list at the close of the year stood at 479 (including 39 of CUS). Six Indian newspapers were available in the library during the year.

For the Centre for Urban Studies, the library added 487 volumes during the year. The number of volumes in the collection of the Centre, at the close of the year, stood at 6,892. The Centre's library receives 39 periodicals.

Library facilities were availed of by 2,609 persons including members of IIPA, members of the faculty and staff of the Institute, participants of various courses conducted at the Institute, and research scholars from academic institutions. During the year 8,755 volumes were loaned. On inter-library loan transaction, 467 volumes were loaned out and 69 volumes were borrowed.

The library compiled 35 bibliographies and reading lists including two comprehensive bibliographies—one on state administration and other on management of agriculture.

The library continued to issue the 'Monthly List of Additions' and a weekly service 'Documentation in Public Administration'. Four quarterly issues of *Documentation in Public Administration* and two-half-yearly issues of *Book Reviews in Public Administration* were compiled.

The depository collection on economic development in the the developing countries placed in the library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

## B.7. PERSONNEL MATTERS

1. Dr. Girish K. Misra joined the Centre for Urban Studies of the Institute on July 1, 1976, as Reader in Human Settlement and Physical Planning.

2. Prof. S.K. Goyal rejoined the Institute on July 26, 1976, after completing his assignment with the Government of Iraq from May 13, 1974 to May 12, 1976.
3. Dr. K.L. Handa and Dr. N.K.N. Iyengar were promoted as Readers in Financial Management and Personnel Management respectively with effect from September 1, 1976.
4. Shri B.M. Verma, Miss Shanta Kohli, Shri M.K. Narain, Shri Raj Kumar Nandy and Shri M.K. Gaur were promoted in a higher scale and were redesignated as Training Associate/Junior Research Analyst with effect from 11th October, 1976.
5. Dr. Vaid Prakash, Lecturer, resigned from the service of the Institute with effect from the 7th August, 1976.
6. Prof. S.P. Verma continued to work on deputation during the year as Director, Communication Centre -India, New Delhi.
7. Shri V.J. Chandrasekaran joined the Institute on September 20, 1976, as Management Analyst on foreign service terms from the Tamil Nadu Electricity Board, Madras, for a period of one year.
8. Prof. H.U. Bijlani, Chief Engineer, Delhi Municipal Corporation, joined the Institute as Professor, Centre for Urban Studies, on September 30, 1976.
9. Dr. (Mrs.) Nalini Natarajan joined the Institute on December 15, 1976, as Lecturer in Cultural Anthropology.
10. Shri R.G. Mulgund, Registrar, was re-employed for a period of one year from September 1, 1976, after his retirement on superannuation.
11. Dr. C.M. Palvia and Shri P.N. Chaudhuri were appointed as Associate Project Director and Research Associate respectively in a research project 'Survey of Construction Labour in Kanpur City' from the 22nd March, 1977 for a period of ten months.

## **C. FINANCES AND ACCOUNTS**

During the year under report, the Institute received from the Ministry of Finance, Department of Expenditure, Government of India, a grant of Rs. 17,74,000 for meeting the recurring expenditure as against Rs. 17,25 000 in the previous year (including

Rs. 50,000 for special repairs and improvement in the drainage systems on the campus of the Institute). The increase in the quantum of grant was to meet the additional expenditure on account of periodicals increments etc. The maintenance grant also included a sum of Rs. 50,000 for special repairs and improvement of the road in the campus of the Institute. Grants-in-aid of Rs. 4,85,000 and Rs. 2,40,000 were received for the Centre for Urban Studies and for the training courses under the Executive Development Programme from the Ministry of Works & Housing and the Department of Personnel and Administrative Reforms, respectively. The Department of Personnel and Administrative Reforms also released a grant of Rs. 1,85,500 for meeting the recurring expenditure on Advanced Professional Programme in Public Administration. In addition, the following grants-in-aid were also received from the Government of India during 1976-77 for Research Studies, sponsored Courses and Seminars as detailed below:

1. Department of Personal and Administrative Reforms for :

	Rs.
(i) Course for Empanelled Dy. Secretaries	20,100.00
(ii) Course on Project Implementation, Monitoring and Evaluation with emphasis on Power	37,350.00
(iii) Course on Project Identification, Formulation and Appraisal with emphasis on Power	48,920.00
(iv) Top Level Seminars on Planning and Implementation System. (The seminar was postponed for April '77 and so the grant was carried forward for expenditure during 1977-78)	14,000.00
(v) Special Course on Management for officers of State Public Sector Undertakings	1,16,000.00
(vi) Research Study on Creation of Culture and Organizational Sensivity in Ministry/ Departments	20,000.00
2. Ministry of Labour for Research Project on Incidences of Bonded Labour in the Palampur District of Bihar	10,000.00

3. Ministry of Agriculture and Irrigation for:

	Rs.
(i) Research Project on Drought Prone Areas	25,200.00
(ii) Course on Management of Agriculture	65,000.00

4. Ministry of Works & Housing for Project on Framework for Planning and Development in Metropolitan Cities	19,300.00
5. Ministry of Works & Housing (TCPO) for Workshop on Urban Integrated Development Programme	5,000.00
6. National Building Organization for Research Project--Survey of Slums and Squatter Colonies in Kanpur city	32,400.00
7. Department of Social Welfare, Government of India for Research Project--Problems of Pensioners	19,427.00

The total receipts of the year 1976-77 from Government of India and the internal resources amounted to Rs. 46,95,107.50.

The expenditure out of the recurring grant received by the Institute from Government of India and internal resources of the Institute (Rs. 33,53,268.67) was broadly on the following items :

	Rs.
1. Establishment	16,83,829.61
2. Research, Seminars, Conferences and Essay Prize	40,543.37
3. Library Books, Periodicals & Equipment	1,59,243.50
4. Publication	2,07,421.79
5. Promotion of Branches' Activities	65,937.78
6. Maintenance of Building, Hostel, Campus, Rents, Rates and Tax and Water and electricity Charges	4,05,120.20
7. Office Expenses	1,57,877.51
8. Services and Supplies, furniture, equipment meetings--T.A. and Misc.	1,92,294.91
9. Amount transferred to Building Reserve Fund for construction of third floor on Hostel Building	4,41,000.00

Expenditure against other major activities of the Institute from the grants was as under :

	Rs.
1. Centre for Urban Studies	4,93,246.64
2. Executive Development Programme	2,28,638.34
3. Advanced Professional Programme in Public Administration	1,88,610.14
4. Research Project—Slums and Squatters Colonies in Kanpur City	67,040.87
5. Research Project—Problems of Pensioners	33,596.95
6. Course for Empanelled Deputy Secretaries	20,071.78
7. Course for Project Implementation Monitoring and Evaluation with emphasis on Power	36,223.53
8. Course on Project Identification, Formulation and Appraisal with emphasis on Power	45,024.45
9. Top level Seminar on Planning and Implementation Systems	712.88
10. Special Course on Management for Officers of State Public Sector Undertakings	91,877.64
11. Research Study on Creation of Culture and Organizational Sensitivity in Ministry/Departments	10,050.10
12. Research Project on Incidences of Bonded Labour in Palampur District of Bihar	143.00
13. Research Project on Drought Prone Area	25,200.00
14. Course on Management of Agriculture	19,892.80
15. Workshop on Urban Integrated Development Programme	5,000.00

Unspent balance of other grants for the year amounting to Rs. 1,54,193.39 only was carried forward for expenditure during the current financial year viz 1977-78.

*Ford Foundation Grant -IV (63-708) for Training Research and Consultancy*

A credit balance of Rs. 14,883.71 was brought forward from the previous year for expenditure in dollars on specified items such as Graduate Training Abroad. Expenditure incurred during the year out of the above grant amounted to Rs. 6,560.79 and the balance has been carried forward. This balance is also committed

for payment to Syracuse University towards dissertation charges etc. in respect of one of the faculty members.

### *Total Payments*

Total payments on account of all the activities of the Institute during the year, including payments on programmes and projects undertaken with the assistance of grants received from the Ford Foundation and Government of India, amounted to Rs. 58,95,688.78 excluding closing balances vide Balance Sheet, the Income and Expenditure Account and the Receipts and Payments Account (Appendix IV).

M/s. Thakur Vaidyanath Aiyar & Co., continued to work as Honorary Auditors of the Institute.

During the year under report, the financial position of the Institute was fairly satisfactory. The Institute was able to find money from increased receipts from internal resources for the badly needed annual repairs and maintenance of buildings including white wash, colour wash and painting and polishing of doors, windows and furniture (Rs. 25,391) and the improvement of the public conveniences in the Institute's main building and the Hostel (Rs. 49,600). Expenditure was also incurred for equipping the newly constructed classrooms with PA system (Rs. 11,295) and the other classrooms with Air-conditioners (Rs. 42,100). In addition a sum of Rs. 4,41,000 was transferred to the Building Reserve Fund to meet the expenditure on the construction of third floor on the hostel.

## **ACKNOWLEDGEMENTS**

We are grateful to the Chairman of the Institute, Dr. Jagjivan Ram, and the Chairman of the Standing Committee of the Executive Council of the Institute, Dr. B. Venkatappiah, for their continued guidance, support and valuable advice in various matters of the Institute.

We express our gratitude to the Government of India, various Ministries and Departments who have been supporting the activities of the Institute by giving grants, and by offering research and consultancy assignments. We are thankful, in particular, to the Ministry of Finance for providing us recurring annual grant-in-aid which forms a major source of the Institute's finances. The

Ministry has been quite generous in meeting our major financial requirements.

Our special thanks are due to the Training Division of the Department of Personnel and Administrative Reforms and its officers whose deep and abiding interest and confidence in the Institute has been mainly responsible for our successfully conducting many of the training programmes. The Institute now ranks as one of the leading teaching and research institutions in the country and the Far-East. We are beholden to the Cabinet Secretary and the Secretary, Department of Personnel and Administrative Reforms, for their ready and encouraging support for the Advanced Professional Programme in Public Administration. We are indebted to the Governments of Assam, Gujarat, Madhya Pradesh, Punjab, Tamil Nadu and the Union Territory of Pondicherry which asked us to conduct special courses for the benefit of their officers.

We are also grateful to the Ministry of Works and Housing for the grants given for the maintenance of the Centre for Urban Studies. They have also come forward to support the research activities of the Institute in the field of Urban Planning and Development.

Our special thanks are due to the Ford Foundation which has once again offered a substantial grant to support the creation and servicing of district project planning cells. This was possible because of the unstinted support and considerable financial help extended to us by the Department of Rural Development, Ministry of Agriculture and Irrigation, Government of India. We are grateful to them.

We are also grateful to the Ministry of Home Affairs (Tribal Division), the Department of Social Welfare and the National Building Organization which assigned research projects to us and offered financial assistance to support them. We owe a special word of thanks to Bharat Heavy Electricals and Madras Refineries who evinced a lot of interest in our Institute and supported our undertaking training courses for their officers. We are thankful to the Indian Council for Social Sciences Research for extending financial assistance to our research projects and for their continued interest in our activities.

We are extremely grateful to our members for their generous support and cooperation. The local and regional branches in



spite of their difficulties have continued to make good progress. Some of the regional branches of the Institute are taking greater interest in organizing seminars and public lectures in the field of public administration. They have now been undertaking studies and publications. The establishment of branches at Imphal, Patiala and Warangal is indicative of the keen interest the members have been taking in the activities of the Institute.

The contribution of the faculty members in the field of research, teaching, training and consultancy and the services rendered by the library and the publication units deserve special mention. The fact that they are being invited by many outside organizations to help them in their activities bears testimony to their hard work and dedication. It is gratifying that some of our faculty members have been invited by international organizations to serve on short-term assignments. The progress made by the Institute in various fields could be possible only on account of the hard and dedicated work put in by its staff and the administrative support rendered by its officials.



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**

*President*

*Chairman*

### *Vice-Presidents*

### Members

75

Prof. A.P. Barnabas	Professor of Sociology and Administration, IIPA, New Delhi.
Shri G. Bhaskaran Nair	Chief Secretary to Government of Kerala, Trivandrum.
Shri M.K. Chaturvedi	Chairman & Managing Director, Madhya Pradesh State Industries Corporation Ltd., Bhopal.
Shri T.N. Chaturvedi	Chief Commissioner, Chandigarh.
Prof. A. Datta	Professor of Urban Administration and Development and Municipal Finance, IIPA, Centre for Urban Studies, New Delhi.
Shri Ram K. Gupta	Manager, Merchant Banking, State Bank of India, New Delhi.
Prof. B.S. Khanna	Head, Department of Public Administration, Panjab University, Chandigarh.
Shri V. Krishnamurthy	Secretary, Ministry of Steel and Heavy Industry, Udyog Bhavan, New Delhi.
Shri B.C. Mathur	Additional Secretary, Department of Administrative Reforms, Government of India, New Delhi.
Shri Mohan Mukerji	Chief Secretary to Government of Rajasthan, Jaipur.
Shri W.G. Naidu	Senior Training Officer (Management Development), Bharat Heavy Electricals Ltd., Bhopal.
Shri Govind Narain	Governor, State of Karnataka, Bangalore.
Shri H.M. Patel	Union Finance Minister, New Delhi.
Shri N.E.S. Raghavachari	Formerly Chief Secretary to the Government of Kerala, 404, First Avenue, Indira Nagar, Madras.
Dr. Bharat Ram	Managing Director, Delhi Cloth & General Mills Co. Ltd., Delhi.

Shri G. Ramachandran	Secretary, Department of Expenditure, Ministry of Finance.
Shri C.A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, 25, Ist Main Road, Gandhi Nagar, Adyar, Madras.
Shri S. Ramamoorthi	Commissioner, Sales Tax, Bombay.
Dr. B.D. Sharma	Joint Secretary, Ministry of Home Affairs, Tribal Development, New Delhi.
Shri M. Subramanian	Secretary, Finance, Government of Maha- rashtra, Bombay.
Shri V. Subramanian	Hony. Secretary, IIPA Maharashtra Regional Branch, Bombay.
Prof. M.J.K. Thavarai	Professor of Financial Administration, IIPA, New Delhi.
Shri R.K. Trivedi*	Formerly Secretary to Government of India, Department of Personnel & Administrative Reforms. New Delhi.
Dr. B. Venkatappiah	Chairman, Rural Electrification Corporation Ltd., New Delhi.
Dr. Ram K. Vepa	Managing Director, Andhra Pradesh Indust- rial Development Corporation Ltd., Hydera- bad.

*Honorary Treasurer*

Prof. M.V. Mathur	Director, National Staff College for Educational Planners and Administrators, New Delhi.
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*Director & Member-Secretary*  
Shri R.N. Haldipur

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\* Since resigned. In his place, Shri C.R. Krishnaswamy Rao Sahib, who is now Secretary, Department of Personnel and Administrative Reforms, has been co-opted.

## APPENDIX II

### ACADEMIC AND SENIOR ADMINISTRATIVE STAFF

#### DIRECTOR

Shri R.N. Haldipur

#### PROFESSORS

Prof. A.P. Barnabas	Professor of Sociology & Administration. ✓
Prof. M. Bhattacharya	Professor of Organizational Analysis, Structure and Research in Field and District Administration.
Prof. H.U. Bijlani	Professor, Centre for Urban Studies.
Prof. A. Datta	Professor of Urban Administration and Development and Municipal Finance.
Prof. S.K. Goyal	Professor of Economic Administration.
Prof. V. Gupta	Professor of Computer Application.
Prof. V. Jagannadham	Professor of Social Policy and Administration. ✓
Prof. S.R. Maheshwari	Professor of Political Science and Public Administration.
Prof. Kuldeep Mathur	Professor of Behavioural Sciences.
Prof. J.K. Ray	Professor of Behavioural Sciences.
Prof. Kanti Swarup	Professor of Operations Research.
Prof. M.J.K. Thavara	Professor of Financial Administration.
Prof. S.P. Verma (on deputation)	Professor of Behavioural Sciences.

## READERS

Dr. B.N. Gupta	Reader in Economics.
.Dr. K.L. Handa	Reader in Financial Management.
Dr. N.K.N. Iyengar	Reader in Personnel Management.
Dr. K.N. Kabra	Reader in Economics.
Dr. Girish K. Misra	Reader in Human Settlement and Physical Planning.
Dr. Jaideep Singh	Reader in Behavioural Sciences.
Shri N.S.F.B. Tyabji	Reader in Operations Research.

## LECTURERS

Shri M.K. Balachandran	Dr. (Mrs.) Nalini Natarajan
Shri D.D. Malhotra (on leave)	Dr. R.B. Puri
Shri Sudipto Mundle	

## CONSULTANTS

Shri A.P. Saxena	Shri M. Thyagarajan, Programme Consultant (Project Planning and Control)
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## SENIOR MANAGEMENT ANALYSTS

Shri G.K. Amar	Shri R.K. Sachdeva
Shri J.C. Kapur	

## TRAINING/RESEARCH ASSOCIATES

Mrs. M. Lakshmiswaramma	Dr. R.K. Tiwari
Shri B.R. Sharma	

## STATISTICIANS

Shri N.C. Ganguli	Dr. K.S.R.N. Sarma
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## MANAGEMENT ANALYST

Shri V.J. Chandrasekaran

## TRAINING ASSOCIATES/JR. RESEARCH ANALYSTS

Shri M.K. Gaur

Shri M.K. Narain

Miss Shanta Kohli

Shri Raj Kumar Nandy

Dr. K. Sadasivan Nair

Shri B.M. Varma

## SENIOR ADMINISTRATIVE STAFF

Shri R.G. Mulgund

Registrar

Shri Mohinder Singh

Librarian

Shri N.R. Gopalakrishnan

Assistant Editor, Publications

Shri R.N. Sharma

Dy. Librarian

Shri V. Ramakrishna

Asstt. Registrar (Training)

Shri S.K. Kohli

Asstt. Registrar (Admn.)

Shri A.S. Nagar

Asstt. Registrar (Accounts)

Shri B.B. Malhotra

P.S. to Director

Shri Om Anand

Supdt. (Publications)

Shri Hari Satya Paul

Supdt. (Maintenance)

Shri P.K. Sharma

Supdt. (Hostel)

Shri L.S. Chitnis

Sr. Assistant Librarian

Shri K.P. Phatak

Sr. Assistant Librarian



### APPENDIX III

## ACADEMIC CONTRIBUTIONS OF THE MEMBERS OF THE FACULTY

### DIRECTOR

R.N. Haldipur

#### *Training*

1. Directed along with Prof. Kuldeep Mathur the third course on 'Diagnosing Human Behaviour' held from November 29 to December 1, 1976.
2. Took about six sessions for the Second Advanced Professional Programme in Public Administration on Organizational Behaviour.

#### *Research*

1. 'Creating a Culture of Organizational Sensitivity in Government Ministries/Departments' being conducted in collaboration with the National Labour Institute—The preliminary report of the study has already been submitted.
2. 'Legislation Relating to Town Planning and Development Authorities and their Implementation'—a study being conducted jointly with Shri M.K. Balachandran (in progress).

#### *Seminars/Conferences (only where papers were contributed)*

1. Participated in the 8th General Assembly of Eastern Regional Organization of Public Administration, held at Tehran from October 16-23, 1976.
2. Participated in the seminar on 'Improved Performance of State level Public Sector Undertakings' conducted by IIPA Punjab Haryana and Himachal Pradesh Regional Branch and gave a key-note address, March 12, 1977.

#### *Publications*

##### *Articles/Papers*

1. 'Public Enterprise and Technological Innovations' a paper presented at the 8th General Assembly of Eastern Regional Organization of Public Administration, held at Tehran from October, 16-23, 1976.

2. 'Elected Bodies and Agricultural Development in India', *Indian Journal of Public Administration*, Vol. XXII, No. IV, October-December, 1976.
3. 'Improving Performance of State Level Public Sector Undertakings' — a paper presented at the seminar conducted by Punjab, Haryana and Himachal Pradesh Regional Branch, Chandigarh.

#### *Other Activities*

1. Attended the 18th National Convention of the Indian Institute of Industrial Engineering held at Vigyan Bhavan, New Delhi, on March 11, 1976.
2. Delivered a talk on 'Administrative Reforms in India' on September 2 to the participants of a course organized by the National Defence College, New Delhi.
3. Addressed the current batch of senior course officers and IPS probationers at Sardar Vallabhbhai Patel National Police Academy, Hyderabad, on November 6.
4. Acted as Resource Person for discussions at the Conference of Secretaries on Administrative Reforms, on December 9 and 10, organized by the Department of Personnel and Administrative Reforms, Government of India.
5. Attended the Conference of Chairmen of Public Service Commissions and seminar from November 15-19, 1976.
6. Chaired a session on 'Public Management' at the Asian conference on 'Professionalization in Management: Strategies, Processes and Programmes' organized by the Indian Institute of Management at Ahmedabad from November 21-25, 1976.
7. Attended an inter-branch seminar on 'Integrated Rural Development—Some Administrative Problems and Suggested Solutions' organized by Kerala Regional Branch from February 22-24, 1977.
8. Participated in a panel discussion on 'Future Issues of Public Administration' on March 24, 1977 in a workshop organized by the Indian Institute of Technology, Delhi.

### **PROFESSORS**

**A.P. Barnabas**

#### *Training*

##### *Courses Conducted*

1. Thirteenth Course on Development Administration (August 30-September 10, 1976)
2. Third Course on Tribal Development Administration (November 17-27, 1976)

## *Research*

Social Attitudes of Administrators to Change—in progress.

## *Seminars/Conferences*

1. Contributed a paper on 'Concepts and Strategies for the Integrated Development of Human and Natural Resources for the 4th World Congress of Rural Sociology, Aug. 1976.
2. Contributed a paper on 'Evaluation of Agricultural Programmes' prepared for the Regional Course on Management of Agricultural Development at the India International Centre, New Delhi (September 6-24, 1976).

## *Publications*

### *Articles*

'Sociologists in Society', *Religion and Society*, May 1976.

### *Books*

*Population Control in India*, New Delhi, IIPA, 1977.

**Mohit Bhattacharya**

## *Training*

### *Courses Conducted*

1. Workshop on Drought Prone Areas Programme (August 24-27, 1976).
2. Municipal Personnel Management (October 18-30, 1976).
3. Workshop on Municipal Corporate Management (January 10-14, 1977).

## *Research*

1. Top Management in the Police (with Prof. Kuldeep Mathur)—Completed.
2. Multi-level Coordination of Development Programmes and Activities with special reference to Rural Electrification—in progress.

## *Consultancy*

Organizational Structure and Inter-linkages for a public sector undertaking (with Prof. Kuldeep Mathur).

### *Seminars/Conferences*

A paper on 'Organization for DPAP' in Workshop on Drought Prone Areas Programme, IIPA, New Delhi (August 24-27, 1976).

### *Publications*

#### *Books*

*Management of Urban Government in India*, New Delhi, Uppal Book Store, June, 1976.

### *Other Academic Activities*

Delivered series of lectures at the following outstation training courses: (1) First Training Programme for BHEL Graduate Engineer Trainees at Haridwar, (2) Special Programme on Modern Management Techniques for M.P. State Government Executives at Bhopal, and (3) BHEL course at Haridwar.

### **H.U. Bijlani**

#### *Training*

##### *Courses Conducted*

Course on Urban Plan Administration (December 13-24, 1976)

#### *Case Studies*

Death Trap in a Trench—Study of a Case in which three persons lost their lives in a collapse of a deep trench being dug for laying a sewer line.

#### *Research*

##### *Studies*

1. Research Project on 'Study of New Delhi South Zone of Delhi Municipal Corporation to make it a model zonal office—in progress.
2. Re-settlement policies—past, present and future—in progress.

##### *Technical and Other Papers*

Atlas of New Towns in India—in progress.

### *Seminars/Conferences*

Contributed a paper on 'Law and Urban Land' in a Seminar, IIPA (Jan. 28-29, 1977).

## *Publications*

### *Articles*

'Poverty, Colour and Population', *Sunday Statesman* (March 20, 1977).

### *Book Reviews*

Philip Oldenberg, 'Big City Government in India: Councillor, Administrator, and Citizen in Delhi', *Nagarlok*.

### *Other Academic Activities*

1. Delivered lectures on Urban Development, Control of Building Activities, latest Techniques in Road Construction to the Engineers Association of Delhi Municipal Corporation and Officers of Education Department in Delhi Municipal Corporation.
2. Acted as Rapporteur of the Session on Technology and Infrastructure at Experts Group Meeting on Urban Perspectives—2001 A.D., New Delhi (April 15-16, 1977).
3. Represented International Union of Local Authorities at the UNESCO Conference on Urban Problems and Education of Town Planners at Chandigarh (December 28-29, 1977).

### **A. Datta**

#### *Training*

##### *Courses Conducted*

1. Seventh Course on Municipal Financial Management (July 5-17, 1976).
2. Third Course on Valuation and Assessment for Property Taxes (November 8-17, 1976).

##### *Case Studies*

Edited a volume entitled *Case Studies in Municipal Administration* (mimeographed) as a teaching material for the CUS courses.

#### *Research*

"Organizational Framework for Metropolitan Planning and Development", ICSSR project in collaboration with the Indian Institute of Management, Calcutta—as the Associate Project Director, in-charge of the Delhi and Bombay centres and jointly responsible for preparing the project report with the Project Director (Shri K.C. Sivaramakrishnan, IIMC)—in progress.

## *Consultancy*

1. Municipal Administration and Finance in a City—completed.
2. Management Development in a City Corporation (with S/Shri Mohinder Singh and K.S.R.N. Sarma)—completed.

## *Seminars/Conferences*

1. Contributed a paper on 'Abolition of Octroi and Compensation to the Local Authorities' at a Seminar on Octroi and Terminal Taxes at IIPA, New Delhi (October 28-29, 1976)
2. Contributed a paper on 'Taxation and Urban Land Value Increment,' at a Seminar on Law and the Urban Land at IIPA, New Delhi (January 28-29, 1977).
3. Contributed a paper on 'Fiscal Aspects of Metropolitan Development in Calcutta', at a Conference on Calcutta—2000, organized by the Indian Chamber of Commerce, Calcutta (Workshop III) April 9-10, 1976.
4. Contributed a paper on 'Human Settlements and Local Government in India—2000' at an Inter-disciplinary seminar on Human Settlements, organized by the University of Rajasthan, Jaipur (April 25-29, 1976).

## *Publications*

### *Articles*

1. 'Social Indicators on Urban Development', *Nagarlok*, Vol. VIII, No. 2.
2. 'Human Settlements and Local Government in India—2000' *Planning and Administration* (The Hague) No. 2, 1976.

### *Other Academic Activities*

Was the Assistant Editor (later Joint Editor) *Nagarlok* and was responsible for its publication during 1976-77 (4 issues—of which 2 were special issues on social indicators on urban development and property taxation). Was also responsible for the publications programme of the Centre for Urban Studies. Acted as Chairman, Specialized Group on Urban Studies, remained Member of the IIPA's Executive Council, Academic Committee, CUS Advisory Committee, Membership Committee, Steering Committee of APPPA, Training Committee and Research and Consulting Committee. Appointed Member, Working Group on Urban Land Acquisition Policy, Government of India.

Paper on Public Policy in 2nd Advanced Professional Programme in Public Administration (August 1976-April 1977).

## **S.K. Goyal**

(After two years of deputation to the Planning Commission of Iraq, Baghdad, re-joined the Institute on July 26, 1976).

### *Training*

Did part of the paper on Indian Economic Planning in the Second Advanced Professional Programme in Public Administration.

### *Research*

'Role of Foreign Private Capital' a survey of literature and proposal for a research programme to be funded by the Indian Council of Social Sciences Research. The ICSSR has conveyed approval to the first phase of the programme. (Mimeographed).

### *Consultancy*

After a preliminary survey at the invitation of the Bihar Government a research-cum-consultancy project on "Lac Marketing System and Policy for Support Prices" has been proposed. Formal approval is awaited. The Project, when finalized, would be a joint one with Dr. K.N. Kabra.

### *Other Activities*

Delivered a number of lectures on the experience of two years' stay in Iraq and have undertaken to complete a book on Iraqi experience of economic planning and development; attended ICSSR seminar on Economic Policy Perspectives.

## **Virendra Gupta**

### *Training*

#### *Courses Conducted*

1. Ninth Course on Introduction to Computers (April 27-May 7, 1976).
2. Third Course on Computer Applications in Law & Order Administration (September 15-25, 1970).
3. Fifth Course on Computers in Management (November 2-12, 1976).
4. Management Information Systems for the Officers of the Department of Supply (October-December, 1976).
5. Seminar for Top and Senior Executives on Management Information Systems (February 23-March 5 1977).
6. Incharge—Paper XV on Computer Basics and Applications in Second Advanced Professional Programme in Public Administration.

## *Consultancy*

1. Management Information Systems for a Supply Department of the Government of India—proposal submitted.

The proposal to the Department of Supply resulted in our running a course for their senior officers. As a part of the consultancy proposal, we would be assisting the internal team of the Department of Supply in their design of a Management Information System. Since our services are required, as and when needed, the question of commencement of the project and date of completion do not arise.

2. 'Development of a Computer Based Management Information System for a public sector undertaking' (with Shri G.K. Amar)—in progress.

## *Publications*

### *Articles*

1. 'Objectives of Governmental Information System', *Indian Journal of Public Administration* (co-author Shri G.K. Amar) October-December, 1976.
2. 'Psychological Noise in Information Systems', accepted to be published in the forthcoming issue of *Management in Government* (co-author Shri G.K. Amar).

### *Book Reviews*

James Martin, 'Principles of Data Base Management', M/s Prentice Hall, New Delhi—For Publication to enable them to decide to bring out Eastern Economy Edition.

### *Other Academic Activities*

1. Lectured on different topics at the All India Management Association; National Productivity Council; Advanced Level Tele-communication Training Centre, Delhi; University of Panjab, Chandigarh; Institute of Secretariat Training and Management; Defence Science Laboratory; Government of India Computer Centre, R.K. Puram, New Delhi; and Directorate of O & M, Board of Direct Taxes, New Delhi.
2. Member, National Executive, Computer Society of India; Regional Representative, representing Northern India.
3. Member, Government of India Expert Committee on Utilization of Computers (1976-77).

## **V. Jagannadham**

### *Training*

#### *Courses Conducted*

1. Sixth Course on Social Policy & Administration (January 10-22, 1977).



2. Second Course on New Dimensions in the Management of Human Resources (February 21-26, 1977).

#### *Research*

1. Problems of Pensioners: Socio-Economic Policy and Administration—completed.
2. Slums and Squatters in an Indian Million (+) City—Policy, Programmes and Perspectives—in progress.

#### *Seminars/Conferences*

1. Presented a paper on "Educational Administration: Some Issues" at a seminar on Studies in Education, Jamia Milia Islamia, New Delhi, 1976.

#### *Publications*

##### *Articles*

Social Science Research in India, *Shashtiipurti Celebration Volume of P.S. Rao*, Andhra University, Waltair, February, 1976.

##### *Book Reviews*

Harshad R. Trivedi, 'Urbanization and Macro-Social Change', *Indian Journal of Public Administration*, October-December, 1976.

#### **S.R. Maheshwari**

#### *Training*

##### *Courses Conducted*

1. Fifteenth Course on Administrative Leadership and Behaviour (November 22—December 4, 1976).
2. Third Course on Personnel Policies and Practices (17-29 January 1977).

#### *Seminars/Conferences*

Presented a paper on 'The Multi-National Corporations' at a seminar convened in 1976 by the Christian Institute for the Study of Religion and Society, Bangalore.

#### *Publications*

##### *Articles*

1. 'Constituency Linkages of National Legislators in India' in *Legislative Studies Quarterly*, (published by Comparative Legislative Research Centre, University of Iowa) Vol. I no. 3, August, 1976.

2. 'Evolution of States in India'. *The Indian Journal of Public Administration*, Vol. XXII, No. 3, July-September, 1976.
3. 'Indianisation of Higher Civil Service in India', *Public Service Commission in India. Golden Jubilee Souvenir 1926-76*, New Delhi, Union Public Service Commission, 1976.
4. 'Politics of Late Coming in the National Mainstream—A Case Study of the North Eastern Council' in Iqbal Narain (Ed.) *State Politics in India*, Meerut, Meenakshi Prakashan, 1976.
5. 'Crisis Administration in India', accepted for publication in *Political Science Review*.

#### *Books*

1. 'The Civil Service in Great Britain'; Delhi, Concept Publishing Company, 1976.
2. 'President's Rule in India', New Delhi, Macmillan Company of India, 1976.
3. 'Local Government in India', New Delhi, Orient Longman, Second Edition, 1976.
4. 'Public Administration', (in co-authorship) Agra, Lakshmi Narain Agarwal, Eighth Edition, 1976.

#### *Other Academic Activities*

1. Taught in two streams in the Advanced Professional Programme in Public Administration.
2. Taught two Courses—Comparative Politics and Modern Political Analysis—at the M.A. level at the Centre for Political Studies, Jawaharlal Nehru University, at the latter's invitation. The durations of these Courses were August to December 1976 and January to June 1977.
3. Continued to be the Secretary-cum-Treasurer of the Indian Public Administration Association.

#### **Kuldeep Mathur**

#### *Training*

##### *Courses Conducted*

1. Third Course on Diagnosing Human Behaviour in Administration (with Shri R.N. Haldipur) (November 29-December 1, 1976).
2. First Course on Agricultural Administration (with Shri S. Mundle) (December 27-1976-January 7, 1977).

## *Research*

Creating a Culture of Organizational Sensitivity in Central Government Departments—completed.

## *Consultancy*

1. Organizational Studies and Interlinkages for a Public Sector Undertaking—completed.
2. Comparative Study of Land Reforms, ACDA. Kuala Lumpur—completed.

## *Publications*

### *Articles*

1. 'Leadership and Organizational Structure in a University', *Journal of Higher Education*, Autumn, 1976, Vol. 2, No. 2.
2. 'Time and Productivity', *The Hindustan Times*, March 6, 1977.
3. Paper on 'Peasants Organizations and Rural Development in India', prepared under the auspices of the U.N. Asian Centre for Development Administration, Kuala Lumpur. (Mimeo).

### *Books*

'District Administration: An Approach Towards Reorganization' (Co-author) Macmillan, New Delhi, 1976.

Jayanta Kumar Ray

## *Training*

### *Courses Conducted*

1. Second Advanced Professional Programme in Public Administration (August 2, 1976-April 30, 1977).
2. Second Course on Policy Formulation and Implementation (December 20-31, 1976).

## *Research*

The Indian Administrator: Sketches from Experience—in progress.

## *Publications*

### *Book Reviews*

1. Satish Kumar, 'Documents on Indian Foreign Policy, 1973', *India Quarterly*, (October-December, 1976).

2. Robin Higham, 'Intervention or Abstinence', *India Quarterly* (October-December, 1976).
3. Frank, B. Evans and Harold T. Pinkett, 'Research in the Administration of Public Policy', *The Indian Archives*, (January-June, 1976).

## **Kanti Swarup**

### *Training*

#### *Courses Conducted*

1. Course on Operations Research for Officers of the Development Corporations (M.P.) at Bhopal (May 17-27, 1976).
2. Workshop on Management Techniques for BHEL Executives at IIPA, New Delhi (June 7-July 5, 1976).
3. Voluntary Labour Programme for BHEL Executives at Hardwar (August 31-September 11, 1976).
4. Special Intensive Course on Industrial Management at Dispur for selected Executives of the Government of Assam, (September 20-October 30, 1976).
5. Course on Role of O.R. in Decision Making, at IIPA, New Delhi (October 26-November 5, 1976).
6. Course for BHEL Graduate Engineers at Hardwar (November 22-December 24, 1976).
7. Course for BHEL Graduate Engineers at Hardwar (February 2-March 2, 1977).

### *Research*

Allocation and Utilization of Police Force in Delhi--completed.

### *Consultancy*

1. Utilization of Vehicles in a Government Department--completed.
2. Materials Management in a Government Department--in progress.

### *Seminars/Conferences*

1. Contributed a paper on "Time Cost Trade-Off in a Multi-Dimensional Transportation Problem" at Indo-British Conference on Engineering Production at I.T.T., Delhi (December 29, 1976).

2. Contributed a paper on "Time Minimizing in a Multi-Dimensional Transportation Problem" at ORSI Annual Conference in Calcutta (December, 1976).
3. Contributed a paper on "A fixed Charge Complementary Programme" at ORSI Annual Conference in Calcutta (December, 1976).

### *Publications*

#### *Articles*

1. "Time Minimization Solid Transportation Problem", *MOS*, (Germany) 1976.
2. "Time Minimizing Multi Dimensional Transportation Problem", *J. Engg. Production*, 1977.
3. "Absolute-Volume Fractional Functional Programming", *Cahiers*, (Belgium) 1976.
4. "Time-Cost Trade-off in Transportation Problem". *Opsearch*. 1976.
5. "Strong-cut Procedure for Extreme Point Frachact Programming", *Indian Journal of Press & Applied Mathematics*, 1976.

### *Other Academic Activities*

1. Delivered a series of 20 lectures on different topics in Operations Research at Institutions such as Lal Bahadur Shastri Academy, Mussoorie, H.C.M. State Institute of Public Administration, Jaipur; National Productivity Council, Jammu & Kashmir, Mathematical Society, D.B. College, Kalkaji, Delhi.
2. Life member of Operations Research Society of India.
3. A book on 'Introduction to Operations Research'—in progress.

### **M.J.K. Thavaraj**

#### *Training*

##### *Courses Conducted*

1. Eighth Special Course on Performance Budgeting for Public Sector Undertakings (November 24-December 2, 1976).
2. Fifteenth Course on Performance Budgeting (April 5-17, 1976).
3. Sixteenth Course on Performance Budgeting (October 26-November 5, 1976).
4. Eleventh Course on Budgeting and Financial Control (August 23-September 10, 1976).
5. Performance Budgeting for the Executives of the Government of Pondicherry, sponsored (February 10-17, 1977).

## Research

### *Studies*

1. Differential Impact of Income-Tax Exemption Relating to Long-Term Personal Savings in India (alongwith Mrs. M. Lakshmiswaramma)—completed.

### *Technical and Other Papers*

1. Performance Measurement (Technical paper for the ACDA Programme on Integrated Approaches to Budgeting (PR II) and presented to the Workshop held during October 4-9, 1976).
2. Elements of Curriculum and Syllabus for Training in an Integrated Approach to Budgeting—(paper prepared for Asian Centre for Development Administration) and presented to the Seminar on Curriculum Development of Integrated Approach to Budgeting (March 28, 1976-April 6, 1977).

### *Consultancy*

Engaged in a consultancy assignment with Electrical State Public Corporation (alongwith Shri R.K. Sachdeva) to improve the operational efficiency of the enterprise—in progress.

### *Seminars/Conferences*

1. Integrated Approach to Budgeting, Asian Centre for Development Administration, Kuala Lumpur, (October 4-9, 1976).
2. Curriculum Development of Integrated Approach to Budgeting, Asian Centre for Development Administration, Kuala Lumpur (March 28-April 6, 1976).

### *Publications*

#### *Articles*

Review-article on Prof. Gautam Mathur's book on 'Disparity Taxes,' *Times of India*, (July 4, 1976).

#### *Book Reviews*

Father Fonseca, 'Issues in Wage Policy', *Times of India*, August 1, 1976.

### *Other Academic Activities*

1. Delivered a series of lectures at Institute's Courses conducted at Madras, Dispur and Pondicherry.
2. Book on Soviet Economic Development (in Tamil)—completed.

## CONSULTANTS

A.P. Saxena

### *Training*

#### *Courses Conducted*

1. Training of Trainers (First National Seminar), (July 12-17, 1976).
2. Workshop on Management Techniques for BHEL Executive Trainees (Finance & Systems Groups), June 7-July 5, 1976. Visits to Government Departments for BHEL Executive Trainees in Systems Group, September 27-October 5, 1976.
3. Modern Management Techniques at Bhopal for M.P. State Government Executives, (December 13-24, 1976).
4. Ninth Orientation Course on Materials Planning, (April 1-7, 1976).
5. Second Course on Training Methodology (March 1-11, 1977).

### *Case Studies*

1. 'Inventory Investment in Public Enterprises'—in progress.
2. Compilation of Case Studies in Inventory Management—in progress.

### *Research*

#### *Technical Papers and Others*

'Identification of Functional Training Needs in a Government Department—An Approach Methodology'—in progress.

### *Consultancy*

1. 'Monitoring Family Planning Programmes—Systems Framework' prepared for the Union Ministry of Health and Family Planning, Government of India.
2. Work Relating to a Central Government Department and a Public Sector Undertaking.

### *Seminars/Conferences*

Presented a paper on 'Decentralised Training—Training and Development of Resource Personnel', at the Seventh Annual Conference on Training, Department of Personnel and Administrative Reforms, New Delhi (January 20-22, 1977).

*Articles*

1. 'Measuring Productivity in Government', *Indian Journal of Public Administration*, Vol. XXII, No. 2, April-June, 1976.
2. 'Improving State Administration—Search for Directions', *Indian Journal of Public Administration*, Vol. XXII, No. 3, July-September, 1976.

*Book Reviews*

M.Y. Pylee and K.C. Sankarnarayan, 'Professional Management in India—Problems and Prospects', *Indian Journal of Public Administration*, (January-March, 1977).

*Other Academic Activities*

1. Assisted in the design and conduct of the Regional Programme on Management of Agriculture conducted by the UN ESCAP, ACDA and IIPA, (September 6-24, 1976). Also served as a faculty member in this programme. Besides assisting in other EDP/MDP and sponsored programmes.
2. Appointed Member of the Task Force set up by the Central Government on Use of Mechanical Aids and other Modern Equipment in Central Government Offices, (January, 1977).
3. Served as a Consultant for the Third Regional Programme for National Training Directors in Administration held by UN ESCAP/ACDA in Bangkok.
4. Served as a member, Experts Working Group appointed by UN ACDA on Motivation Factors.
5. Served as Resource Person at the Conference of Secretaries on Administrative Reforms, convened by the Union Government (December, 1976).
6. Member, Standing Group on Management of Public Enterprises, set up by the Department of Personnel and Administrative Reforms, Government of India.
7. Delivered lectures at the National Defence College, New Delhi; National Academy of Administration, Mussoorie; National Productivity Council, New Delhi; National Institute of Development Administration, Bangkok; Indian Institute of Personnel Management, New Delhi; All India Management Association, etc.



*Training*

*Courses Conducted*

1. First Special Intensive Practical Course in 'Network Techniques and Performance Budgeting' at Madras for Madras Refineries Ltd. (April 1-21, 1976).
2. Second Special Intensive Practical Course in 'Network Techniques and Performance Budgeting' at Madras for Madras Refineries Ltd. (April 26-May 13, 1976).
3. First Special Intensive Practical Course on 'Management Techniques' at Madras for the Ennore & Basin Bridge Thermal Power Projects of the Tamil Nadu State Electricity Board. (This forms part of consultancy) December 27, 1976-January 8, 1977).
4. Special Intensive Practical Course in 'Network Techniques and Performance Budgeting' at Chandigarh for Government of Punjab. (January 24-February 12, 1977).
5. Special Intensive Practical Course in 'Project Implementation, Monitoring and Evaluation—relating to Power Sector at IIPA, New Delhi (February 14-March 5, 1977.)

*Consultancy*

1. Consultancy for training the personnel on 'Network Techniques and Performance Budgeting, designing and implementing a network-based Planning and Monitoring System for the complete overhauling of the entire chemical plant of Refinery Ltd. (This is otherwise known as 'Turnaround' project or 'shut-down operations') (with Shri R.K. Sachdeva)—Completed.
2. Consultancy assignment for Applications of Network Techniques and the related aspects for manufacturing of Transformers for Transformers Electricals Ltd., Kerala, —in progress.
3. Consultancy assignment with Tamil Nadu Electricity Board for training personnel, designing and implementing Management Techniques in Ennore Thermal Power Project. —in progress.

*Other Academic Activities*

Was associated with the following courses conducted outside Delhi: (1) The Engineers India Ltd. for the officers of Petro-Chemical Complex at Baroda; (2) Bharat Heavy Electricals Ltd. in 4-week workshop conducted by the Institute on Management Techniques; (3) Institute's course on 'Management Techniques for the Government of Madhya Pradesh at Bhopal; (4) Top level course organized by the Department of Personnel and Administrative Reforms (Training Division) and the Indian Society

for Training & Development on 'Planning and Implementation Systems'; (5) Course on Industrial Management for the Government of Assam, Gauhati; (6) IIPA's Course on 'Industrial Management' for the Government of Assam at Gauhati; (7) The Indian Society for Training and Development on 'Project Implementation, Monitoring and Evaluation'—relating to Power Sector at Calcutta; (8) The Graduate Engineers of Bharat Heavy Electricals Ltd. in a course organized by the Institute for BHEL on 'Management Techniques', Hardwar; (9) The Indian Institute of Management, Bangalore on 'Project Implementation, Monitoring and Evaluation'—relating to Power Sector, Bangalore; (10) Graduate Engineers of Bharat Heavy Electricals Ltd. in a course organized by IIPA on 'Management Techniques' for BHEL, Hardwar.

## ASSOCIATE PROJECT DIRECTOR

**C.M. Palvia**

### *Research*

1. Problems of Pensioners—Socio-Economic Policy and Administration (with Prof. V. Jagannadham and Miss Shanta Kohli)—Completed.
2. Slums and Squatters in An Indian Million (+) City—Policy, Programmes and Perspectives (with Prof. V. Jagannadham)—in Progress.

### *Publications*

#### *Articles*

'Social Indicator of Housing and Urban Development', *Nagarlok*, Vol. VIII, No. 2, April-June, 1976.

#### *Book Reviews*

D.J. Dwyer, 'People and Housing in Third World Cities—Perspective on the Problems of Spontaneous Settlements', *Nagarlok*, Vol. VIII No. 3, July-September, 1976.

## READERS

**B.N. Gupta**

### *Training*

#### *Courses Conducted*

1. Second Course on Finance for Non-Finance Executives (July 19-24, 1976).
2. Fourth Course in Financial Management Techniques (December 15-24 1976).

### *Case Studies*

Prepared 4 cases for use in the courses for teaching.

### *Consultancy*

1. Design and Implementation of an Integrated Planning and Control System (for a public sector undertaking) (with R.K. Sachdeva)—in progress.
2. NCDC—Consulting Assignment for Designing Financial Management System for MARKFED, Punjab and WBSCMF, West Bengal—in progress.

### *Publications*

#### *Book Reviews*

D.N. Gadhok, 'Parliamentary Control Over Government Expenditure', *Indian Journal of Public Administration*, Vol. XXIII, No. 1.

#### *Other Academic Activities*

Participated in the training programmes conducted by J.S.T.M., AIMA, NPC, etc. Delivered a series of lectures at the Institute's Courses conducted at Bhopal, Gauhati, Hardwar, Madras.

### **K.L. Handa**

#### *Training*

##### *Courses Conducted*

1. Fifteenth Course on Performance Budgeting (with Prof. M.J.K. Thavaraj) (April 5-17, 1976).
2. Fleventh Course on Budgeting and Financial Control (with Prof. M.J.K. Thavaraj) (August 23-September, 10. 1976).
3. Sixteenth Course on Performance Budgeting (with Prof. M.J.K. Thavaraj) (October 26--November 5, 1976).
4. Workshop on Municipal Corporate Management (with Prof. M. Bhattacharya) (January 10-14, 1977).
5. Programme on Orientation to Government working for BHEL Finance Group Trainees (jointly with Shri J.C. Kapur and Shri A.P. Saxena) (September 13-25, 1976).
6. Programme on Orientation to Government Working for BHEL Systems Group Trainees (Jointly with Shri J.C. Kapur and Shri A.P. Saxena) (September 27-October 5, 1976).

## *Research*

A Study of the Payment and Management Accounting System in the Department of Supply—completed.

## *Publications*

### *Articles*

'Importance of Social Indicators in a Scheme of Programme Budgeting'; *Nagarloak*, April-June, 1976.

## *Other Academic Activities*

Delivered a series of lectures in the training programmes conducted by Himachal Pradesh Institute of Public Administration, Simla, Institute of Secretariat Training and Management, New Delhi, School of Planning and Architecture, New Delhi, etc. Also, delivered a series of lectures at the Institute's Courses conducted at Gauhati, Bhopal, Pondicherry.

## **N.K.N. Jyengar**

### *Training*

#### *Courses Conducted*

1. Workshop on the Drought Prone Areas Programme for State Level Heads of Departments (August 24-27, 1976).
2. Fourth Course on Municipal Personnel Management, (October 18-30, 1976).

### *Research*

#### *Studies*

Resettlement Policies—Past, Present and Future (with Prof. H.U. Bijlani and Dr. G.K. Misra)—in progress.

#### *Technical and Other Papers*

Preparation of An Annotated Bibliography on Drought—in progress.

### *Seminars, Conferences*

Contributed a paper on "Small Farmers" at the National Seminar on *Agricultural Technology and Extension Strategy for Small and Marginal Farmers* (July 13-17, 1976) in Ludhiana.

*Training*

*Courses Conducted*

1. Second and Third Courses on District Planning—Problems and Techniques (September 20-30, 1976 and December 6-15, 1976).
2. Third and Fourth Courses on Project Appraisal and Investment Planning. (January 17-27, 1977 and March 14-24, 1977).
3. Special Course on Project Identification, Formulation and Appraisal with Special Reference to Power Sector (February 5—March 5, 1977).

*Research*

1. Survey of Population Projections for India in the Year 2000 A.D. and Implications for Social Tensions and Crime (with Shri N.C. Ganguli)—completed.
2. Survey of Projections for the Indian Economy in the year 2000 A.D. and Implications for Social Tensions and Crime—completed.
3. Action Plan for Regeneration and Development of Tajganj, Agra (with Shri N.C. Ganguli and Shri R.K. Nandy)—completed.
4. Nationalisations in the Non-Agricultural Sectors of the Indian Economy since 1947—in progress.

*Consultancy*

Submitted a consultancy proposal after preliminary field visit and discussions to an organization of the Government of Bihar on Production and Marketing of Lac in the Tribal Economy. (with Prof. S.K. Goyal).

*Seminars/Conferences*

1. A paper on "State-Sector in India" at the International Seminar on State Sector in the Economies of the Development Countries at Varna, Bulgaria organized by the Research Centre for Africa, Asia and Latin America of the Bulgarian Academy of Sciences, Sophia from May 12, 1976 to June 3, 1976.
2. Presented a paper on "Brain Drain: The Missing Perspective" at a Seminar on "Teaching of Education" at Jamia Millia.

*Publications*

*Articles*

1. 'Plan Implementation: Evolution and Evaluation of Planners' Views', *Indian Journal of Public Administration*, New Delhi, April-June, 1976.

2. 'Indicators for Urban Poverty', *Nagarloka*, New Delhi, April-June, 1976.
3. 'Corporate Management and Public Policy in India' *Indian Journal of Public Administration*, January-March, 1977.

#### *Book Reviews*

C.K. Suri, 'Productivity, Wages and Industrial Relations', *Manpower Journal*, July-September, 1976.

#### *Books*

1. 'Arthashastra Kosha', (in Hindi, Co-author) Raj Kamal Prakashan, New Delhi, 1977.
2. 'Planning Process in a District', Indian Institute of Public Administration, New Delhi, 1977.

#### *Other Academic Activities*

1. The paper on Indian Economic System in the Second Advanced Professional Programme in Public Administration.
2. Series of talks on All India Radio on current economic affairs and two lectures at Management Development Institute of BHIL, Bhopal on Economics as an Aid in Management.

### **Girish K. Mishra**

#### *Training*

##### *Course Conducted*

Second Workshop on Integrated Urban Development Programme in collaboration with the Town & Country Planning Organization, Government of India, (November 17-26, 1976).

#### *Research Projects*

##### *Studies*

1. Urban Public Utilities: Their Distribution & Differential Location (sponsored by the ICSSR) (jointly with Shri K.S.R.N. Sarma)—in progress.
2. A Regional Development Study for Bastar & Chandrapur Districts with focus on Rural Electrification (sponsored by the Rural Electrification Corporation)—in progress.

3. Re-settlement Policies: Present, Past & Future (with Prof. H.U. Bijlani and Dr. N.K.N. Iyengar)—in progress.

#### *Technical and Other Papers*

Atlas for New Towns in India (with Prof. H.U. Bijlani)—in progress.

#### *Seminars/Conferences*

1. Presented a paper on 'Rural-Urban Continuum' at the Inter-disciplinary Seminar on *Human Settlements* organized by the Rajasthan University (February 20-22, 1976).
2. Presented a paper on 'Computer in Regional Planning' at the Seminar on *Integrated Area Development* organized by the National Institute of Community Development (December 13-15, 1976).
3. Presented a paper on 'Small Towns within the Frame of District Planning: A Study in Raichur District' at the seminar on *Small Towns* (second All-India Annual Convention, Indian Academy of Social Sciences) organized by the Banaras Hindu University, Varanasi (February 20-23, 1977).
4. Presented a paper '3D-Models in Integrated Area Development Planning' at the All-India Seminar on *Audio-Visual Aids* organized by the Maps and Charts Association, New Delhi during October 15-16, 1976.

#### *Publications*

##### *Articles*

1. 'Planning Service Centres', *Economic Times*, September 1, 1976.
2. 'Evaluation in Integrated Area Development Planning', *Behavioural Sciences and Community Development*, Vol. 10, No. 2, September 1976.
3. 'Rural-Urban Continuum', accepted for publication in the Proceedings of the Inter-disciplinary Seminar on *Human Settlements*, organized by the Rajasthan University during February 20-22, 1976.

#### *Other Academic Activities*

1. Data Bank Installation at the Centre for Urban Studies—Incharge.
2. Discussed the paper on 'Spatial Optimizing Algorithms in a Regional Planning Project' in Operations Research Group, IIPA, on the 23rd August, 1976.
3. Discussed the paper on 'Evaluation in Planning Process' in the group on Urban Studies on the 7th August, 1976.

## **Jaideep Singh**

### *Training*

#### *Courses Conducted*

1. Course on 'The Human Phenomena' (Aug. 9-21, 1976).
2. Second Course on 'New Dimensions in the Management of Human Resources' (with Prof. V. Jagannadham), February 21-26, 1977.

### *Publications*

#### *Articles*

'Philosophy of Leadership', *The Hindustan Times*, Sunday, February 6, 1977.

### *Other Academic Activities*

A paper on 'Organization Behaviour in the Second Advanced Professional Programme in Public Administration.

## **Nasir Tyabji**

### *Training*

#### *Course Conducted*

First Course on Management of State Public Sector Corporations (with Shri J C. Kapur) (January 3-March 26, 1977).

### *Research*

#### *Studies*

1. Study of Information Requirements of the Deputy Commissioner's Office—Agricultural Production for the Government of Haryana—completed.
2. Impact of Government Stores Purchase Programme in the Small Scale Industrial Sector—in progress

#### *Technical and Other Papers*

Indian Nationalist Movement and the Development of Policies towards Small Scale Industry—in progress.



## *Publications*

### *Articles*

'Operations Research: Some Experimental Applications', *Economic and Political Weekly*, (Review of Management XI, 48), pp. M-108-M 111.

## SENIOR MANAGEMENT ANALYSTS

### G.K. Amar

## *Training*

### *Courses Conducted*

1. Ninth Course on Introduction to Computers (jointly with Dr. V. Gupta) (April 27 to May 7, 1976).
2. Special Programme on Management Information Systems for the Officers of Department of Supply (jointly with Dr. V. Gupta and Shri J.C. Kapur) (October-December, 1976).

### *Case Studies*

1. Case Study—Statistical Analysis of Inventories—completed.
2. Heavy Electrical Equipment Plant, Hardwar—completed.
3. Inspection Information System for DGS&D—completed.
4. Computerised Inventory Control System of Indian Airlines Corporation—completed.

### *Consultancy*

1. Management Information Systems for a Government Department (with Dr. V. Gupta)—in progress.
2. Industrial Approvals, on a Monitoring Information System (with Dr. V. Gupta)—in progress.

## *Publications*

### *Articles*

1. 'Objectives of Governmental Information Systems', *Indian Journal of Public Administration*, October-December, 1976 (Co-author Dr. Virendra Gupta).
2. 'Psychological Noise in Information Systems' accepted for publication in the forthcoming issue of *Management in Government* (Co-author Dr. Virendra Gupta).

### *Book Reviews*

1. S.K. Ghosh, 'Fundamental of Factory Management', *Indian Journal of Public Administration*, Vol. XXII No. 2, 1976.
2. M.L. Anand, 'Tourism and Hotel Industry in India, A Study in Management', to be published in next issue of *IJPA*.

### *Other Academic Activities*

Lectured on various topics in Faculty of Management Studies, University of Delhi, Advanced Level Tele-Communication Training Centre, Directorate of O & M, Board of Direct Taxes, Directorate of Correspondence Courses, University of Panjab. Also delivered a series of lectures at the workshops and sources organised outside Delhi.

### **J.C. Kapur**

#### *Training*

##### *Courses Conducted*

1. Sixth Course on Introduction to Operations Research (April 13-27, 1976).
2. Workshop on Management Information Systems (November 15-27, 1976).
3. Programme on Orientation to Government Working for BHEL Finance Group Trainees (jointly with Dr. K.L. Handa and Shri A.P. Saxena) (September 13-25, 1976).
4. Programme on Orientation to Government Working for BHEL Systems Group Trainees (jointly with Dr. K.L. Handa and Shri A.P. Saxena) (September 27-October 5, 1976).
5. Management Information Systems for the Department of Supply (jointly with Shri G.K. Amar and Dr. V. Gupta) (October 5-19, 1976 and Dec. 16-24, 1976).
6. Project Identification, Formulation, and Appraisal—Power Sector (Jointly with Dr. K.N. Kabra) (February 5-March 5, 1977).
7. Special Course on Management of State Public Corporations (jointly with Shri Nasir Tyabji) (January 3-March 26, 1977).

#### *Consultancy*

Management Information System for a Government Department—in progress.

#### *Case Studies*

Prepared two Cases:

- (1) Purchasing System of the DGS&D.
- (2) MIS for a Transport organization.

## *Seminars/Conferences*

Presented a paper on 'Some Issues in Managing Public Enterprise at State Level' in the Seminar on 'Improving Performance of State Level Public Sector Undertakings' organised under the auspices of Chandigarh, Haryana and Punjab Regional Branch of the Indian Institute of Public Administration.

## *Other Academic Activities*

Delivered a series of lectures at various courses on Management Techniques conducted at Haridwar, Assam, Bhopal, Roorkee and Chandigarh.

## **R.K. Sachdeva**

### *Training*

#### *Courses Conducted*

Second Course on 'Role of Operations Research in Decision Making' (jointly with Prof. Kanti Swarup) (October 26-November 5, 1976).

### *Consultancy*

1. A Consultancy Assignment with State Undertaking for Design and Implementation of an Integrated Planning and Control System—in progress.
2. Consultancy for Training the Personnel on Network Techniques and Performance Budgeting, Designing and Implementing the Network Based Planning and Monitoring System for the complete overhauling of the entire Chemical Plant of a refinery (with Shri M. Thyagarajan)—completed.

## **LECTURERS**

## **M.K. Balachandran**

### *Training*

#### *Courses Conducted*

1. Sixth Course on Laws in Municipal Administration (May 10-22, 1976).
2. Second Course on Urban Plan Administration (Jointly with Prof. H.U. Bijlani) (Dec. 13-24, 1976).

### *Research*

1. Legislations Relating to Town Planning and Development Authorities and their Implementation (ICSSR Project jointly with Shri R.N. Haldipur)—in progress.

2. A Study of the Supreme Court Decisions relating to Municipal Administration in India since 1950—in progress.

#### *Seminars/Conferences*

1. Presented a paper on 'Counteractions, Interdependence and Overlapping of Existing Legislations on Urban Land' at a seminar on *Law and Urban Land* jointly with Prof. H.U. Bijlani, in the IIPA (January 28-29, 1977).
2. Presented a paper on 'Legal Issues in Octroi and Terminal Taxes' in the Seminar on *Octroi and Terminal Taxes* organized in the IIPA (October 28-29, 1976).
3. Presented a paper on 'Municipal Law and Environmental Planning' in the Seventh All India Conference on Engineering Materials and Equipment at Calcutta (March 8-10, 1977).

#### *Publications*

##### *Articles*

'A Case for Property Tax Assessment Tribunals, *Nagarlok*. Vol. VIII, No. 4, (October-December, 1976).

#### **Sudipto Mundle**

##### *Training*

##### *Courses Conducted*

1. Voluntary Labour Work for BHEL Executive Trainees in Systems & Finance Group (with Prof. Kanti Swarup) (August 31—September 11, 1976).
2. First Course on Agricultural Administration (with Prof. Kuldeep Mathur) (December 27, 1976-January 7, 1977).

##### *Research*

1. Strategy of Financing Economic Development—completed.
2. Food Management in India—in progress.
3. Incidence of Bonded Labour in India—in progress.

#### *Seminars/Conferences*

1. Presented the theme paper, 'Under Privileged Target Groups and the New Economic Programme—A Note on Implementation' at the IIPA Annual Conference, October 9, 1976.

2. Presented a paper 'Intersectoral Resource transfers in post colonial India' at a seminar on *Political Economy of Indian Agriculture*, A.N.S. Institute, Patna, November, 1976.

#### *Publications*

##### *Articles*

1. 'The Sources of Stagnation', *Mainstream Annual Number*, 1976.
2. 'Two Views of Urban Crisis', *The Book Review*, Vol. 1, No. 4, 1976.
3. 'Inter-Sectoral Resource Transfers in Post Colonial India'. In Papers and Proceedings of the Patna Conference on Political Economy of Indian Agriculture, 1976. *Forthcoming in Indian Economic Review*, October, 1977.

##### *Books*

'District Planning in India', IIPA, January 1977.

#### *Other Academic Activities*

Delivered a series of lectures at various courses organized by the Institute. Also participated at a Seminar for Freed Bonded Labour. Repeat Camp., Palamau, March, 1977.

Nalini Natarajan (joined December 15, 1976).

#### *Seminars/Conferences*

Presented a paper on "Sociology of the Movement for Political Emancipation of Khasi Women" at the All-India Sociological Congress, Chandigarh (December 25-29, 1976).

#### *Publications*

##### *Articles*

1. 'Tribal India: from Isolation to Integration' accepted for publication in *Philosophy and Social Action*
2. 'Chakma Oral Literature', *Eastern Chronicle*, Quarterly. Inaugural issue Vol. I No. 1, October-December, 1976.

#### *Other Academic Activities*

'Project on Political Sociology sponsored by University Grants Commission', *The Functioning of Democracy in an Assamese and Khasi Village—A comparative Study—* in Progress.

## **R.B. Puri**

### *Training*

#### *Courses Conducted*

1. Fourteenth Course on Administrative Leadership and Behaviour (June 7-19, 1976)
2. Eleventh Course on Personnel Administration (September 1-14, 1976).

### *Research*

Factor Influencing Attitude Towards Work Responsibility at the Cutting Edge Level of Administration—in progress.

### *Other Academic Activities*

1. Paper on "Understanding Indian Bureaucratic Behaviour" circulated at the Special Course on Administrative Leadership & Behaviour Organized by the H.P. Institute of Public Administration, Simla.
2. Delivered a series of lectures: (1) to the Probationers of Himachal Administrative Service at H.P. Institute of Public Administration, Simla, (2) Special Course on Administrative Leadership & Behaviour Organised by the H.P. Institute of Public Administration, Simla, and the Advanced Level Telecommunication Centre, Government of India, New Delhi.

## **TRAINING/RESEARCH ASSOCIATES**

## **B.R. Sharma**

### *Training*

#### *Courses Associated with*

1. Sixth Course on "Social Policy and Administration" (January 10, 1977).
2. Second Course on "New Dimensions in the Management of Human Resources", (February 21-26, 1977).

### *Research*

A Study on "Need for Achievements; Need-Satisfaction and Self-Perception of the Civil Servants"— completed.

### *Publications*

Article on "Professionals in Organization and Their Motivation to Work", *Indian Management* (Journal of the All India Management Association) March, 1976.

### *Other Academic Activities*

1. Led and guided a team of officers participating in Second Advanced Professional Programme in Public Administration to conduct a field study on the socio-economic aspect of tribals in Nilgiris.
2. Conducted a Survey of literature for a period of ten years beginning from 1966 to 1976 in the area of Social Policy and Administration.

**R.K. Tiwari**

### *Training*

#### *Course Associated with*

Second Advanced Professional Programme in Public Administration (August 1, 1976-May 1, 1977).

## STATISTICIANS

**N.C. Ganguli**

### *Training*

#### *Courses Associated with*

1. Sixth Course on Introduction to Operations Research (April 13-27, 1976).
2. Second Course on District Planning (September 20-30, 1976).
3. First Training Programme for BHEL Graduate Engineers at Hardwar (November 22-December 24, 1976).
4. Special Course on Management of State Corporations (January 3-March 26, 1977).
5. Third Course on Project Appraisal and Investment Planning (January 17-27, 1977).
6. Course on Project Identification, Formulation and Appraisal (February 5-March 5, 1977).
7. Fourth Course on Project Appraisal and Investment Planning (March 14-24, 1977).
8. Second Advanced Professional Programme in Public Administration, 1976-77.

### *Research*

1. Action Plan for Regeneration and Development of Tajganj, Agia. (with Dr. K.N. Kabra and Shri Raj K. Nandy)—completed.

2. Survey of Population Projections for India in the year 2000 A.D. and Implications for Social Tensions and Crime (with Dr. K.N. Kabra)—Completed.

### **K.S.R.N. Sarma**

#### *Training*

#### *Courses Conducted*

1. Third Course on Municipal Management Techniques (August 2-20, 1976).
2. Workshop on Urban Water Management (February 6-12, 1977).

#### *Research*

Urban Public Utilities—Their Distribution and Differential Location. (ICSSR project jointly with Dr. G.K. Misra)—in progress.

#### *Consultancy*

Management Development in a City Corporation (with Prof. A. Datta and Shri Mohinder Singh)—completed.

#### *Seminars/Conferences*

Presented a paper on "Octroi in Municipal Revenue Structure" in Seminar on "Octroi and Terminal Taxes" held at IIPA on October 28-29, 1976.

### **B.M. Verma**

#### *Training*

#### *Courses Associated with*

Workshop on Integrated Urban Development Programme (November 17-18, 1976).

#### *Research*

#### *Technical and Other Papers*

Local Government Administration in Urban India- Select Reading (with R.N. Haldipur and M.K. Naram) in progress.

#### *Seminar/Conferences*

Contributed a paper on "Administration for Agricultural Development in Thailand" in a joint programme of the United Nations Economic and Social Commission for Asia and Pacific (ESCAP), the Asian Centre for Development Administration (ACDA), Indian Institute of Public Administration (IIPA) on Management of Agriculture (September 6-24, 1976).



## *Publication*

### *Book Reviews*

T.K. Chakravarty, H.P.S. Arya, and P.R.P. Sinha, "Village Level Workers—A Study of Factors Influencing Their Performance", National Institute of Community Development, Hyderabad, *Indian Journal of Public Administration*, Vol. XXIII No. 1, January-March, 1977.

### *Other Academic Activities*

Data Bank Installation at the Centre for Urban Studies (with Shri G.K. Misra).

## TRAINING ASSOCIATES/JR. RESEARCH ANALYSTS

### **Shanta Kohli**

#### *Training*

##### *Courses Associated with*

1. Fourth Course on Municipal Personnel Management (October 18-30, 1976).
2. Third Course on Valuation and Assessment of Property Taxes (November 8-17, 1976).
3. Third Course on Municipal Management Techniques (August 2-21, 1976).

#### *Research*

Problems of Pensioners in Delhi—a Socio-economic Survey of Policy and Administration (with Prof. V. Jagannadham and Dr. C.M. Palvia).

### **Raj Kumar Nandy**

#### *Training*

##### *Courses Associated with*

1. Fifteenth Course on Development Administration (August 30-September 10, 1976).
2. Third Course on Tribal Development Administration, (November 17-27, 1976).

#### *Research*

Action Plan for Regeneration and Development of Tajganj, Agra (with Dr. K.N. Kabra, Shri N.C. Ganguli)—Completed.

## *Seminars/Conferences*

Presented two case leads at the 5-day Workshop on "Cases in Public Administration", organised by the Administrative Staff College of India, Hyderabad, (March 29-April 2, 1977).

## *Other Academic Activities*

Delivered a series of lectures in the Courses run at the IIPA. Also delivered lectures at the Himachal Pradesh Institute of Public Administration, Simla, April 21-23, 1977.

## **M.K. Narain**

### *Training*

#### *Courses Associated with*

1. Laws in Municipal Administration, (May 10-22, 1976).
2. Urban Water Management (February 7-12, 1977).

### *Research*

#### *Technical and Other Papers*

Local Government Administration in Urban India: Selected Readings (with R.N. Haldipur and B.M. Verma)—in progress.

### *Publications*

#### *Book Reviews*

Chakrit Noranripadungkarn, 'Elite Power Structure and Politics in Thailand', *Eastern Anthropologist*, (October-December, 1976).

### *Other Academic Activities*

Helped the participants of the Second Advanced Professional Programme in Public Administration of the Institute to conduct study of a tribe in the District, Ranchi, Bihar.

## **K.S. Nayar**

### *Training*

Courses associated with Second Advanced Professional Programme in Public Administration (November 1976-January 1977)

### *Other Academic Activities*

Led a team of officers to Kerala for conducting a field study on the Socio-economic Conditions of Fishermen in Kottukal Village.

**AUDITORS' REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI**

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1977 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair view:

- (1) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March 1977, and
- (2) In case of the Income and Expenditure Account of the Excess of Expenditure over Income for the year ended on that date.

**THAKUR VAIDYANATH AIYAR & CO.**  
*Chartered Accountants*

## THE INDIAN INSTITUTE OF PUBLIC

*Balance Sheet as at*

<i>As at 31st March 1976</i>		LIABILITIES	
Rs.		Rs.	Rs.
<b>GRANTS:</b>			
3,54,857	As per Schedule 'A' attached		
	Balance for utilisation	3,51,549 .89	
	<i>Less:</i> Excess expenditure to be met from further release of grant	<u>53,603 .23</u>	2,97,946 .66
<b>FUNDS:</b>			
48,67,178	As per Schedule 'B' attached		55,06,221 .38
<b>DEPOSITS:</b>			
	Earnest money deposit	10,001 .00	
	Security Deposit	29,134 .87	
32,220	Other Deposits	<u>16,796 .64</u>	55,932 .51
<b>LIABILITIES &amp; PROVISIONS:</b>			
2,91,177	As per Schedule 'C' attached		3,87,661 .34
179	Receipts from I.A.M.R., New Delhi		178 .84
<u>55,45,611</u>	<b>GRAND TOTAL</b>		<u>62,47,940 .73</u>

*As per our Report*THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

## ADMINISTRATION, NEW DELHI

31st March, 1977

<i>As at 31st March 1976</i>		ASSETS	
Rs.		Rs.	Rs.
	<b>Fixed Assets:</b>		
	(As per Schedule 'D' Attached)		
	Gross block at cost	65,46,142.30	
34,88,445	Less: Depreciation written off upto date	<u>29,12,482.98</u>	36,33,659.32
	<b>Current Assets, Loans Advances</b>		
	(As per Schedule 'E' attached)		
	Interest accrued but not due	17,976.40	
	Stock of Paper & Stationery including contingencies	1,03,790.11	
	Sundry debtors	1,43,504.44	
	Cash and Bank Balances	17,59,213.28	
	Advances Accountable/Recoverable	88,676.63	
	Amount recoverable from D.M.C.	89,400.45	
	Amount recoverable from Department of Hospitality, Government of Punjab, Chandigarh	1,500.00	
18,00,706	Deposits	<u>27,845.00</u>	22,31,906.31
	<b>Income &amp; Expenditure Account</b>		
	Excess of expenditure over income (as per last account)	2,56,459.69	
2,56,460	Add: Excess of expenditure over income (as per accounts annexed)	<u>1,25,915.41</u>	3,82,375.10
<u>55,45,611</u>	<b>GRAND TOTAL</b>		<u>62,47,940.73</u>

of even date.

JAGJIVAN RAM  
ChairmanR.N. HALDIPUR  
Director & Ex-officio SecretaryM.V. MATHUR  
Hony. Treasurer

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A' Forming Part of the Balance Sheet as at 31st March, 1977

Sources	Amount as per Last Account	Receipts/Ad- justments dur- ing the year	Total	Expenditure/ Adjustments during the year	Balance
	Rs.	Rs.	Rs.	Rs.	Rs.
Ford Foundation Grant—IV	14,883.71	1,967.86	16,851.57	6,560.79	10,290.78
F.F. IV—Interest	73,520.25	21,404.56	94,924.81	1,259.26	93,665.55
Research Project—Tribal Development Study at Ranchi	—	—	—	2,211.40	(—)2,211.40
Grant from M/Health & F.P. for Seminars on Family Planning Policy & Administration	12,682.51	—	12,682.51	—	12,682.51
Grant from Ministry of Works & Housing (TCPO) for Workshop on Urban Development Programme	—	5,000.00	5,000.00	5,000.00	Nil
Agriculture Development Prog. in Gurgaon District	—	—	—	669.52	(—)669.52
Ministry of Works & Housing, New Delhi for Centre for Urban Studies	5,224.81	4,88,833.95	4,94,058.76	4,93,246.64	812.12
Grant for N.S.I.C. Research Project	2,916.06	—	2,916.06	4,531.56	(—)1,615.50
N.S.I.C. Consulting Assignment	(—)12,759.37	13,537.29	777.92	777.92	Nil

Consulting Assignment for Bharat Gold Mines Ltd., Bangalore	(—)1,405.00	1,405.00	Nil	Nil	Nil
Tajganj Project	—	16,000.00	16,000.00	16,000.00	Nil
H.S.C.L. Assignment	(—)6,213.48	31,586.78	25,373.30	26,986.55	(—)1,613.25
Consulting Assignment—Madras Refineries	—	3,530.55	3,530.55	8,129.40	(—)4,598.85
UNICEF Consulting Assignment	4,714.88	—	4,714.88	4,714.88	Nil
Consulting Assignment—Bombay Municipal Corporation	—	—	—	2,617.42	(—)2,617.42
Consulting Assignment International Airport Authority India Ltd.	(—)121.00	4,000.00	3,879.00	4,575.75	(—)696.75
BHEL Prog. visit to Govt. Departments	—	10,000.00	10,000.00	10,000.00	Nil
BHEL Consulting Assignment	(—)60.10	15,000.00	14,939.90	14,939.90	Nil
Pilot Study—Madras Port Trust	—	4,919.20	4,919.20	4,919.20	Nil
BHEL—1st Trg. Prog. for Graduate Engineers	—	23,113.63	23,113.63	23,113.63	Nil
BHEL—2nd Trg. Prog. for Graduate Engineers	—	—	—	9,405.79	(—)9,405.79
Special Course on Network Tech. & Performance Budgeting for Madras Refineries, Madras	32,496.42	—	32,496.42	32,496.42	Nil

(Continued)

Continued

Sources	Amount as per Last Account		Receipts/ Adjustments during the year		Total		Expenditure/ Adjustments during the year		Balance	
	Rs.		Rs.		Rs.		Rs.		Rs.	
Workshop on Management Information System	—		28,800.00		28,800.00		28,800.00		Nil	
Second Course on Finance for Non-finance Executives	—		15,600.00		15,600.00		15,600.00		Nil	
Special Course on M.I.S. for Deptt. of Supply, New Delhi	—		—		—		3,806.71		(—)3,806.71	
Second Course on Operations Research and Decision making	—		15,600.00		15,600.00		15,600.00		Nil	
8th Course on Performance Budgeting for P.S.U.	—		17,000.00		17,000.00		17,000.00		Nil	
First Course on Human Phenomena	—		2,400.00		2,400.00		2,400.00		Nil	
Special Course on Network Tech. & Performance Budgeting for N.E. Council at Shillong	—		—		—		82.50		(—)82.50	
Grant from Department of Social Welfare for Res. Project—Problems of Pensioners	8,802.90		19,427.00		28,229.90		29,133.39		(—)903.49	
Grant from ICSSR for Res. Project Org. Framework for Planning & Devp. in Metropolitan Cities	—		23,750.00		23,750.00		13,574.62		10,175.38	
Grant from M/Works & Housing for Res. Proj. Org. Framework for Planning & Development in Metropolitan Cities	—		19,300.00		19,300.00		—		19,300.00	



Grant from ICSSR for Study of Response to Scarcity

Conditions in Maharashtra	3,096.82	—	3,096.82	—	3,096.82
Grant from ICSSR for Res. Project—Urban Public Utility in Indian Metropolitan Cities	—	23,750.00	23,750.00	8,518.70	15,231.30
Grant from ICSSR for Res. Project—Social Welfare and its Admn. in Indian setting	3,819.45	—	3,819.45	6,924.20	(—)3,104.75
Grant from ICSSR for Res. Project—Legislation relating to Town Planning & Development Authorities and their Implementation	—	23,690.00	23,690.00	9,518.88	14,171.12
Grant from ICSSR for Study of Transformation of Kurukshetra University	(—)247.14	247.14	—	—	—
Res. Project to Study & Develop. South Zone of M.C.D.	—	—	—	1,905.30	(—)1,905.30
Special Course on Network Tech. & Perf. Budgt. for Govt. of Bihar at Ranchi	—	—	—	2,522.06	(—)2,522.06
Special Course on Network Tech. & Perf. Budgt. at Chandigarh	—	27,000.00	27,000.00	27,000.00	Nil
Seminar for Top & Senior Level Executives on M.I.S.	—	34,800.00	34,800.00	34,800.00	Nil
First Course on Management Tech. for T.E. Board at Ennore, Madras	—	29,881.00	29,881.00	29,881.00	Nil

(Continued)

Continued

Sources	Amount as per Last Account	Receipts/ Adjustments during the year		Total		Expenditure/ Adjustments during the year		Balance
		Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
Second Course on Management Tech. for T.E. Board at Ennore, Madras	—	—	—	—	—	917.68	(—)917.68	
Consulting Programme & Workshop on Manage- ment Tech. for BHEL Executives	56,217.17	1,10,000.00		1,66,217.17		1,66,217.17	Nil	
Consulting Assignment—Kerala Transformers & Electricals Ltd.	(—)3,229.70	18,518.33		15,288.63		23,709.92	(—)8,421.29	
ACDA Project on Local Govt. System in India	(—)100.00	5,459.25		5,359.25		5,359.25	Nil	
Bureau of Police Research & Development for:								
(i) Research Proj. on Police Management at top level	458.21	—		458.21		24.00	434.21	
(ii) Res. Proj. on Population Growth & Economic situation Projection	—	7,500.00		7,500.00		7,500.00	Nil	
Special Course in Performance Budgeting at Pondicherry	—	21,000.00		21,000.00		21,000.00	Nil	
Management of Agriculture IIPA—ACDA	10,023.95	18,925.40		28,949.35		28,949.35	Nil	
Grant from M/Agriculture & Irrigation for Course on Management of Agriculture	—	65,000.00		65,000.00		19,892.80	45,107.20	

Grant from Department of Personnel and  
Administrative Reforms for:

(i) Research Study—Creation of Culture of organisational sensitivity in Ministry/ Departments	—	20,000 .00	20,000 .00	10,050 .10	9,949 .90
(ii) Course for Empanelled Dy. Secretaries to the Govt. of India	—	20,100 .00	20,100 .00	20,071 .78	28 .22
(iii) Course on Project Implementation, Monitoring & Evaluation—Power	—	37,350 .00	37,350 .00	36,626 .88	723 .12
(iv) Course on Project Identification, Formu- lation & Appraisal with emphasis on power	—	48,920 .00	48,920 .00	45,866 .72	3,053 .28
(v) Top level Seminar on Planning & Implementation	—	14,000 .00	14,000 .00	712 .88	13,287 .12
Consulting Assignment for experiments regarding System of Reservation on the Indian Railways	(—)455 .48	12,455 .48	12,000 .00	12,000 .00	Nil
Consulting Assignment—National Co-operative Development Corporation	—	—	—	2,998 .48	(—)2,998 .48
P&T Assignment	2,000 .00	—	2,000 .00	89 .00	1,911 .00
Consulting Assignment—Work Norms in Agriculture Department—Haryana	—	—	—	237 .30	(—) 237 .30

(Continued)

*Continued*

Sources	Amount as per Last Account		Receipts/Adjustments during the year		Total		Expenditure/Adjustments during the year		Balance	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Course on Operations Research for Officers of Devp. Corp. (MP) at Bhopal	(—)600.00	22,800.00			22,200.00		22,200.00		Nil	
Course on Modern Management Techniques at Bhopal	—	20,860.15			20,860.15		20,860.15		Nil	
Res. Project—Integrated Delivery System in Social Services	14,018.86	—			14,018.86		14,018.86		Nil	
Grant from M/Labour for study on the Incidence of Bonded Labour—Palampur District in Bihar	—	10,000.00			10,000.00		143.00		9,857.00	
Grant from NBO for Res. Project Slum & Squatter Colonies in Kanpur City	28,463.85	32,400.00			60,863.85		65,372.91		(—)4,509.06	
Grant from M/Agriculture & Irrigation for DPAP	—	25,200.00			25,200.00		25,200.00		Nil	
Department of Personnel & A.R. Cabinet Sectt. for Executive Development Programme	2,002.53	2,37,997.47			2,40,000.00		2,28,416.15		11,583.85	
Grant from Deptt. of Personnel & A.R. for Course on Manag. for officers of State Corporations	—	1,16,000.00			1,16,000.00		93,939.82		22,060.18	
Department of Personnel & A.R. Cabinet Secretariat for Refresher course for Under Secretaries	29,999.68	—			29,999.68		29,999.68		Nil	

Res. Project Survey of Construction Labour in Indian  
Metropolitan city—Kanpur

—	—	766.13	(—)766.13
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Fifth Course on Computers & Management

—	39,600.00	39,600.00	Nil
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Second Course on New Dimensions in the  
Management of Human Resources

—	11,050.00	11,050.00	Nil
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National Seminar on Training of Trainers

—	17,500.00	17,500.00	Nil
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Special Intensive Course on Industrial Management  
for Govt. of Assam at Dispur

—	65,653.05	65,653.05	Nil
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4th Course on Financial Management Tech.

—	31,000.00	31,000.00	Nil
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Department of Personnel & A.R. for Cabinet  
Sectt. for Advanced Professional Programme in  
Public Administration

74,706.79	1,85,500.00	2,60,206.79	2,33,029.52	27,177.27
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Grant from Rural Electrification Cooperation for:

- (i) Research Project on Multilevel Coord. &  
Development programme and activities  
with special focus on Rural Electrification
- (ii) Research Project—Regional Development  
Study for Bastar & Chandrapur Districts

—	15,000.00	15,000.00	9,697.51	5,302.49
—	40,000.00	40,000.00	18,350.53	21,649.47

TOTAL

3,54,857.58	21,91,333.09	25,46,190.67	22,48,244.01	2,97,946.66
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THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

R.N. HALDIPUR  
*Director & Ex-Officio Secretary*

M.V. MATHUR  
*Hony. Treasurer*

**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
*Schedule 'B' forming part of Balance Sheet as at 31st March, 1977*

*As at*  
**31st March**  
**1976**

**RESERVES AND FUNDS**

Rs.		Rs.	Rs.
	<b>Life Membership Capital Fund:</b>		
	As per last Accounts	1,41,897.75	
1,41,898	Add: Received during the year	<u>16,740.00</u>	1,58,637.75
	<b>Building Fund:</b>		
	As per last Account	40,93,948.55	
40,93,948	Add: Received during the year	<u>44,764.81</u>	41,38,713.36
	<b>Staff Benevolent Fund:</b>		
	As per last Account	1,740.00	
1,740	Addition during the year	<u>—</u>	1,740.00
	<b>Gratuity Reserve Fund:</b>		
	As per last Account	4,80,456.72	
	Add: Amount provided during the year	10,700.00	
4,80,457	Interest received/accrued	<u>46,243.55</u>	5,37,400.27
	<b>Annual School Prize Fund:</b>		
	As per last Account	10,545.93	
10,546	Interest received/accrued	<u>940.57</u>	
		11,486.50	
	Less: Expenditure on prizes to participants (APPPA)	<u>489.38</u>	10,997.12
	<b>Research Revolving Fund:</b>		
	As per last Account	1,38,588.71	
	Received during the year	73,080.19	
1,38,589	Add: Interest received/accrued	<u>7,563.98</u>	2,19,232.88
	<b>Building Reserve Fund:</b>	4,41,000.00	
	Less: Expenditure on 3rd floor on Hostel Building	<u>1,500.00</u>	4,39,500.00
<u>48,67,178</u>	<b>GRAND TOTAL</b>		<u>55,06,221.38</u>

**THAKUR, VAIDYANATH**  
**AIYAR & CO.**  
*Chartered Accountants*

**R.N. HALDIPUR**  
*Director Ex-Officio Secretary*

**M.V. MATHUR**  
*Hony. Treasurer*

**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
*Schedule 'C' forming part of the Balance Sheet as at 31st March, 1977*

<i>As at 31st March 1976</i>		<b>LIABILITIES AND PROVISIONS</b>	
Rs.			Rs.
1,90,338	For expenses		1,80,739 .09
2,603	Unpaid Salaries		1,940 .09
10,862	Subscription received in advance (IIPA)		10,326 .84
29,714	Amount received from ICSSR for Machine-room and for providing 10 KV Voltage Cable in the Hostel Bathroom		—
—	Advance rent from ICSSR		1,56,996 .40
8,352	Stale cheque account		7,151 .61
41,874	Mess charges (Payable to Contractor)		22,379 .40
7,434	Honorarium payable to faculty for consulting assignments		8,127 .91
<u>2,91,177</u>	<b>GRAND TOTAL</b>		<u>3,87,661 .34</u>
<b>THAKUR, VAIDYANATH</b>		<b>R.N. HALDIPUR</b>	<b>M.V. MATHUR</b>
<b>AIYAR &amp; CO.</b>			
<i>Chartered Accountants</i>		<i>Director &amp; Ex-Officio Secretary</i>	<i>Hony. Treasurer</i>

# THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'D' forming the part of the Balance Sheet as at 31st March, 1977

Particulars	Cost upto 31-3-1976	Additions, <sup>1</sup> Adjustments during the year	Total Cost upto 31-3-77	Depreciation upto 31-3-77	Written down value as at 31-3-1977	Written down value as at 31-3-1976
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
Lands & Buildings	38,11,461.97	1,05,478.14	39,16,940.11	12,37,295.72	26,79,644.39	26,41,642.27
Furniture & Fixture	3,42,664.62	7,895.43	3,50,560.05	2,14,621.11	1,35,938.94	1,36,720.46
Library Books	12,10,564.75	99,356.58	13,09,921.33	9,44,182.60	3,65,738.73	3,30,924.28
Office Equipment	2,72,757.35	30,448.97	3,03,206.32	1,90,918.85	1,12,287.47	98,287.02
Library Equipment	1,42,755.73	5,136.10	1,47,891.83	61,157.28	86,734.55	87,134.70
Film Projector	71,187.73	—	71,187.73	63,657.63	7,530.10	8,858.94
Air Conditioning Equipment	1,32,268.62	43,985.30	1,76,253.92	88,339.07	87,914.85	59,443.94
Stage Equipment (Auditorium)	39,885.06	—	39,885.06	32,858.88	7,026.18	8,266.10
Water Coolers	31,582.97	—	31,582.97	23,126.29	8,456.68	9,949.04
Motor Car	23,028.07	—	23,028.07	13,752.97	9,275.10	11,593.88
O & M Equipment	8,123.50	—	8,123.50	7,520.27	603.23	709.68



Garden Equipment	1,528.84	—	1,528.84	1,375.27	153.57	180.67
Sundry Equipment	403.05	—	403.05	267.82	135.23	143.86
Hostel & Mess Equipment	47,726.94	6,788.61	54,515.55	7,847.86	46,667.69	43,933.23
Bicycles	1,794.07	—	1,794.07	1,196.07	598.00	703.53
Equipment, Furniture for classrooms	32,566.80	39,773.60	72,340.40	8,849.98	63,490.42	32,566.80
Library Development	7,016.01	—	7,016.01	5,957.94	1,058.07	1,244.79
Gas Installation at Hostel Mess and and Canteen	5,796.49	—	5,796.49	3,853.81	1,942.68	2,285.51
Training Aids & Equipments	16,302.00	7,865.00	24,167.00	5,703.56	18,463.44	13,856.70
<b>TOTAL</b>	61,99,414.57	3,46,727.73	65,46,142.30	29,12,482.98	36,33,659.32	34,88,445.40
<b>Figures for the previous year</b>	59,69,518	2,29,897	61,99,415	27,10,969	34,88,446	34,33,616

*Notes :* I. The Assets purchased out of the grants (other than Recurring Grant) from Govt. of India and Ford Foundation Grant I, II, III, IV, V are not in the above schedule since these have been fully charged to the respective grants.

The quantity and value records are, however, being kept separately. The value of such assets is Rs. 4,08,216.11.

II. For the same reason, Stock of Publications have not been valued but quantitative records are being kept.

III. Office equipment includes cost of 6 typewriters stolen in September, 1974, written down value of which as on 31st March, 1974 was Rs. 3,837.96 and no depreciation has been charged on these typewriters.

THAKUR, VAIDYANATH AIYAR & CO.

*Chartered Accountants*

R. N. HALDIPUR

*Director & Ex-Officio Secretary*

M. V. MATHUR

*Hony. Treasurer*

**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
*Schedule 'E' forming part of Balance Sheet as at 31st March, 1977*

*As at*  
**31st March**  
**1976**

**CURRENT ASSETS**

Rs.		Rs.	Rs.
12,878	Interest accrued but not due		17,976.40
1,01,243	Stock of Paper & Stationery including contingencies (at cost as certified by the Registrar)		1,03,790.11
	<b>Sundry Debtors:</b>		
	Bills receivable	4,256.48	
	Royalty receivable	8,989.45	
	Tuition fee outstanding	66,833.07	
1,06,417	Rent outstanding from staff quarters, Hostel & Auditorium	63,425.44	1,43,504.44
	<b>Cash and Bank Balances</b>		
	Cash in hand	1,895.40	
	Imprest-Petty Cash	212.92	
	Postage Imprest	1,570.84	
	<b>First National City Bank of New York</b>		
	In saving fund account	1,02,527.73	
	In Current Account	12,452.13	1,14,979.86
	<b>United Commercial Bank, New Delhi</b>		
	In Saving Fund Account	2,654.92	
	In Current Account	5,60,379.76	5,63,034.68
	<b>State Bank of India, New Delhi</b>		
	In Current Account	1,30,838.79	
	<b>In Fixed Deposit Account with United Commercial Bank</b>		
	For School Prize Fund	9,130.79	
	For Gratuity Reserve Fund	1,20,200.00	
	For Life Membership Fund	1,09,600.00	2,38,930.79
	Short Term Deposit with U.Co. Bank	2,00,000.00	
<u>2,20,538</u>	Carried Over	12,51,463.28	<u>2,65,270.95</u>

As at  
31st March  
1976

# CURRENT ASSETS

Rs.		Rs.	Rs.
2,20,538	Brought Forward	12,51,463 .28	2,65,270 .95
	<b>State Bank of India, New Delhi</b>		
	For Gratuity Reserve Fund	2,92,250 .00	
	For Life Membership Fund	27,500 .00	
	For Research Revolving Fund	1,14,000 .00	4,33,750 .00
	Special Term Deposit with State Bank of India for Gratuity Reserve Fund	71,000 .00	
12,14,442	Bank of India	3,000 .00	17,59,213 .28
	<b>Advances Accountable/Recoverable</b>		
	Staff advance for purchase of conveyance	13,842 .00	
	Advance to DESU	1,610 .00	
	Advance to Mrs. S. Mahajan (Advocate)	4,000 .00	
	Advance to Shri B.T. Singh (Advocate)	100 .00	
	T.A. Advance	900 .00	
	Advance for Expenses	1,334 .50	
	Prepaid Expenses	54,240 .82	
1,62,933	Suspense Account	12,649 .31	88,676 .63
1,73,648	Amount recoverable from Delhi Municipal Corporation		89,400 .45
—	Amount recoverable from Deptt. of Hospitality, Government of Punjab, Chandigarh		1,500 .00
	Deposit for Electricity	10,220 .00	
	O.Y.T. Deposit	16,825 .00	
29,145	Other Deposits	800 .00	27,845 .00
<u>18,00,706</u>	<b>TOTAL</b>		<u>22,31,906 .31</u>

THAKUR, VAIDYANATH

AIYAR & CO

Chartered Accountants

R.N. HALDIPUR

Director & Ex-Officio Secretary

M.V. MATHUR

Hony. Treasurer

# THE INDIAN INSTITUTE OF PUBLIC

## *Income and Expenditure Account*

*Figures from  
previous year*

### EXPENDITURE

Rs.		Rs.	Rs.
93,666	To Pay & Allowances—Trg. Office		1,22,535 .54
5,95,792	To Pay & Allowances—Faculty and Supporting Staff		6,46,893 .69
7,365	T.A. Faculty		15,186 .12
500	Essay Prize		2,000 .00
12,253	Research, Seminars, Conference and Group Discussions		2,543 .37
	<b>Library</b>		
	Pay & Allowances—Library Staff	2,05,600 .83	
	Newsletters & Periodicals	45,355 .52	
2,57,773	Books binding charges	9,395 .30	2,60,351 .65
	<b>Publications</b>		
	Pay & Allowances—Journal & Publication staff	1,08,022 .32	
	Periodicals (Journal etc.)	1,25,984 .05	
	Other Publications	73,895 .98	
	Royalty to Authors	476 .40	
2,59,922	Honorarium to Correspondents	5,385 .00	3,13,763 .75
	<b>Promotion of Branches, Activities</b>		
	Share of Membership fees to Branches	31,378 .00	
	Regional Seminars & Conferences	7,500 .00	
	Research Subvention to Branches	25,259 .78	
60,348	Contribution to Branches	1,800 .00	65,937 .78
	<b>Maintenance of Building, Hostel &amp; Garden</b>		
	Pay & Allowances—Maintenance Staff	1,27,700 .37	
	Pay & Allowances—Hostel Staff	70,380 .27	
	Repairs & Maintenance	1,95,299 .54	
	Water & Elect. charges (net)	1,06,240 .55	
	Rents, rates & taxes	1,12,583 .40	
4,62,917	Hostel General charges	3,812 .68	6,16,016 .81
17,50,536	Carried Over		20,45,228 .71

**ADMINISTRATION, NEW DELHI**  
for the Year ended 31st March, 1977

Figures from  
previous year

**INCOME**

Rs.		Rs.	Rs.
17,24,877	Recurring Grant from Govt. of India (Ministry of Finance)		17,71,636.39
<b>By Subscriptions</b>			
	Ordinary Members	52,523.45	
	Associate Members	1,142.00	
	Corporate Members	44,519.00	
98,629	Library Membership	927.00	
8,225	Interest on Life Membership Fund	12,902.25	1,12,013.70
<b>By Income from Publications</b>			
	Subscription and Sale of Journal and Other Periodicals	31,842.28	
	Sale of the other Publications	20,927.52	
	Sale proceeds for Framing of India's Constitution	12,303.85	
86,733	Royalty on Publications	2,600.90	67,674.55
1,91,217	Receipts from various paid courses (net)		5,30,951.10
25,857	Receipts from Consulting Assignments (net)		1,98,288.05
<b>By Rent Receipts</b>			
	Hostel	2,62,559.05	
	Rent for Bedding/Furniture etc.	9,809.87	
	Residential Quarters	34,307.36	
	Auditorium	9,325.00	
3,15,874	Other Rents	3,837.00	3,19,838.28
6,000	Subsidy from ICSSR for Documentation in Public Administration		6,000.00
<b>By Miscellaneous Income</b>			
	C.H.S. Recoveries	3,768.50	
	Hire charges for films	400.00	
	Interest on Short Term Deposits	11,348.00	
	Loss or gain in exchange	11,169.96	
24,57,412	Carried Over	26,686.46	30,06,402.07

Figures from  
Previous year

## EXPENDITURE

Rs.		Rs.	Rs.
17,50,536	Brought forward		20,45,228.71
	<b>Administrative Services</b>		
	Pay and Allowances—Administration	2,58,900 .00	
	Pay and Allowances—Accounts	93,934 .53	
3,72,525	T.A. Institute	4,360 .30	3,57,194 .83
10,000	Contribution to Gratuity Fund		7,390 .77
	<b>Office Expenses</b>		
	Printing & Stationery	58,458 .12	
	Postage & Telegrams	47,620 .27	
1,14,930	Telephone charges	62,429 .93	1,68,508 .32
	<b>Services &amp; Supplies</b>		
	Liveries	18,924 .76	
	Conveyance charges	7,043 .84	
	Motor Car Expenses	12,604 .34	
31,953	Amenities to Staff	1,200 .00	39,772 .94
23,724	Contingencies & misc.		15,217 .79
37,979	Meetings T.A.		26,813 .90
5,667	Overtime—I.I.P.A.		7,869 .98
21,005	Pay & Allowances—Leave Reserve		19,881 .80
1,80,105	Depreciation		2,01,513 .81
790	Cost of untraceable books written of		—
1,04,438	Expenditure met out of F.F. IV Grant—		
	Graduate Trg. Abroad		6,560 .79
1,36,283	Expenditure met out of F.F. Grant—		
	Financial Management Unit		—
	Internal Research & Publication of		
—	Internal Research Reports		36,000 .00
—	Amount transferred to Building Reserve Fund		4,41,000 .00
76,040	Excess of Income over expenditure		—
28,65,975	<b>GRAND TOTAL</b>		33,72,953 .64

THAKUR VAIDYANATH AIYAR & CO.  
Chartered Accountants

Figures from  
previous year

# INCOME

Rs.		Rs.	Rs.
24,57,412	Brought Forward	26,686.46	30,06,402.07
	Licence fee from Hostel, Mess & Canteen		
	Contractor	780.00	
	Interest on Advance (Conv.)	617.51	
	Licence fee for Gas Installation for		
	Hostel, Mess/Canteen	300.00	
	Maintenance charges for Conference		
	Hall etc.	4,430.00	
	Service charges	22,171.65	
	Affiliation fee	720.00	
	Miscellaneous Receipts	10,330.67	
49,173	Profit/Loss on Assets A/c	—	66,036.29
	Research, Seminar & Conferences—		
	Amount provided for payment, now		
	written back		11,000.00
	<b>By Recovery of Overhead Charges</b>		
	Received from the Ministry of Works		
	& Housing for overheads on C.U.S.	64,336.53	
	Receipts from Department of Personnel		
	for overheads on courses (EDP)	29,822.39	
	Receipts from Department of Personnel		
	for overheads on Advanced Professional		
	Programme in Public Administration	26,203.51	
1,18,669	Overheads from other sources	36,676.65	1,57,039.08
1,04,438	By transfer from Ford Foundation		
	Grant-IV to meet expenditure (as per contra)		6,560.79
1,36,283	By transfer from Ford Foundation Grant—		
	Financial Management Unit to meet		
	expenditure (as per contra)		—
	Excess of Expenditure over Income		1,25,915.41
28,65,975	GRAND TOTAL		33,72,953.64

R.N. HALDIPUR  
Director & Ex-Officio Secretary

M.V. MATHUR  
Hon'y. Treasurer

# THE INDIAN INSTITUTE OF PUBLIC

## *Receipt and Payment Account*

RECEIPTS	Rs.	Rs.	Rs
<b>Opening Balances</b>			
Cash in hand		5,323 .70	
State Bank of India, New Delhi		35,162 .36	
<b>United Commercial Bank, New Delhi</b>			
In Savings Fund Account	1,853 .67		
In Current Account	<u>3,40,791 .45</u>	3,42,645 .12	
<b>First National City Bank, New York</b>			
In Savings Fund Account	81,536 .44		
In Current Account	<u>17,712 .72</u>	<u>99,249 .16</u>	4,82,380 .34
<b>Part 'A'</b>			
Recurring grant from the Govt. of India & Internal Receipts (Schedule I)			33,51,910 .50
<b>Part 'B'</b>			
Funds, Deposits & Advances (Schedule II)			6,82,072 .84
<b>Part 'C'</b>			
Grant for Projects etc. (Schedule III)			21,90,073 .83
<b>GRAND TOTAL</b>			<u>67,06,437 .51</u>



# ADMINISTRATION, NEW DELHI

for the Year ended 31st March, 1977

PAYMENTS	Rs.	Rs.
<b>Part 'A'</b>		
Expenditure against recurring grant from Govt. of India & Internal Receipts (Schedule I)		33,53,268.67
<b>Part 'B'</b>		
Payments out of funds deposits & advance (Schedule II)		3,02,429.76
<b>Part 'C'</b>		
Expenditure against grant for projects etc. (Schedule III)		22,39,990.35
<b>Closing Balance</b>		
Cash in hand	1,895.40	
State Bank of India, New Delhi	1,30,838.79	
United Commercial Bank, New Delhi	5,63,034.68	
First National City Bank, New York		
In Savings Fund Account \$11,391.97	1,02,527.73	
In Current Account \$1,383.58	<u>12,452.13</u>	8,10,748.73
<b>GRAND TOTAL</b>		<u>67,06,437.51</u>

M.V. MATHUR  
Hony. Treasurer

**THE INDIAN INSTITUTE OF PUBLIC  
SCHEDULE I OF RECEIPTS AND**

*Part 'A' Grant from the*

RECEIPTS	Rs.	Rs.
Grant-in-aid from Govt. of India, Ministry of Finance (Department of Expenditure)		17,71,636.39
<b>Subscriptions :</b>		
Ordinary Members	52,523.45	
Associate Members	1,142.00	
Corporate Members	<u>44,519.00</u>	98,184.45
<b>Income from Publications:</b>		
Subscriptions to Good Sales of Journals & other Publications	54,141.03	
Sale proceeds of Framing of India's Constitution	<u>7,830.00</u>	61,971.03
Royalties		4,362.40
Fee from paid courses (net)		4,71,188.03
Fee from Consulting Assignments (net)		1,98,283.05
<b>Rent From:</b>		
Residential Quarters	28,886.11	
Auditorium	9,325.00	
Hostel	2,87,459.07	
Advance rental from ICSSR	1,56,996.40	
Others	<u>4,024.00</u>	4,86,690.58
C.H.S. (Recoveries)		3,768.50
Conveyance Advance (Refund)		6,932.00
Interest on Conveyance Advance		617.51
Receipts on account of Overhead charges		1,57,039.08
Carried Over		<u>32,60,673.02</u>

ADMINISTRATION, NEW DELHI  
PAYMENTS ACCOUNT

*Government of India and Internal Resources*

PAYMENTS	Rs.	Rs.
<b>Pay &amp; Allowances:</b>		
Faculty	4,88,871 .46	
Employer's contribution to CP Fund	25,787 .00	
Supporting Staff	1,24,038 .58	
Employer's contribution to CP Fund	6,384 .00	
Leave Reserve	18,987 .50	
Employer's contribution to CP Fund	910 .00	
Office of Academic Activities	1,15,184 .06	
Employer's contribution to CP Fund	5,880 .00	
Library	1,95,070 .89	
Employer's contribution to CP Fund	9,846 .00	
Publications	1,03,859 .61	
Employer's contribution to CP Fund	4,014 .00	
Hostel	67,543 .64	
Employer's contribution to CP Fund	2,950 .00	
Maintenance	1,22,390 .05	
Employer's contribution to CP Fund	5,508 .00	
Administration	2,49,700 .10	
Employer's contribution to CP Fund	9,344 .00	
Accounts	90,705 .35	
Employer's contribution to CP Fund	3,290 .00	
O.T.A.	6,787 .23	
Gratuity	7,390 .77	16,64,442 .24
<b>Travelling Allowance:</b>		
T.A. -Faculty	14,890 .12	
T.A. -Institute	4,497 .25	
T.A. -Meetings	26,813 .90	46,201 .27
<b>Research, Seminar &amp; Conferences :</b>		
Research, Seminar & Conferences	1,127 .85	
Res. Study of District Administration	110 .00	
Res. Study of Public Distribution System	425 .40	
Workshop on Designing Participative		
System in various Govt. Departments	880 .12	2,543 .37
Essay Prize		2,000 .00
Carried Over		17,15,186.88

RECEIPTS	Rs.	Rs.
Brought Forward		32,60,673 .02
Miscellaneous Receipts		
Bedding/furniture charges	9,809 .87	
Service charges	22,229 .60	
Maintenance charges for Conference		
Hall, etc.	4,430 .00	
Miscellaneous Receipts	10,330 .67	
Library Membership	807 .00	
Loss/Gain in exchange	11,240 .09	
Licence fee from Mess/Canteen		
contractor	720 .00	
Interest on Short term deposits/Savings		
Account	11,348 .00	
Interest on Life Membership fund	12,902 .25	
Affiliation fee	720 .00	
Hire charges for films	400 .00	
Subsidy from ICSSR, New Delhi for		
Publication of Documentation in Public		
Administration	6,000 .00	
Hostel, Mess/Canteen	300 .00	91,237 .48
Carried Over		33,51,910 .50

PAYMENTS		Rs.	Rs.
Brought Forward			17,15,186.88
<b>Library:</b>			
Library Books	99,356.58		
Periodicals & Newsletters	45,355.52		
Binding charges	9,395.30		
Library equipment	5,136.10		1,59,243.50
<b>Publications:</b>			
Publication of Journal	1,04,795.05		
Publication of Newsletters	4,317.12		
Publication of Documentation	15,494.86		
Publication of other Publications	76,953.36		
Honorarium to Correspondents	5,385.00		
Royalty to Authors	476.40		2,07,421.79
<b>Hostel:</b>			
Hostel Equipment	6,788.61		
Hostel Improvement	5,648.22		
Hostel General charges	3,972.73		16,409.56
Promotion of Branches' Activities			65,937.78
Internal Research & Publication of Research Reports			36,000.00
<b>Repairs &amp; Maintenance:</b>			
Repairs & Maintenance	1,99,403.14		
Water & Electricity charges	1,15,229.45		
Rent, Rates & Taxes	28,511.35		
Wire fencing on the outer boundary walls	5,256.20		
Renovation of toilets	48,079.60		3,96,479.74
<b>Office Expenses:</b>			
Printing and Stationery	54,944.77		
Postage & Telegram	47,620.27		
Telephone charges	55,312.47		1,57,877.51
Carried Over			27,54,556.76

RECEIPTS	Rs.	Rs.
Brought Forward		33,51,910.50

Total Receipts	33,51,910.50
Balance brought forward from previous year	2,363.61
<b>GRAND TOTAL</b>	<b>33,54,274.11</b>

Certified that out of the grant of Rs. 17,74,000.00 (including balance of Rs. 2,363.61 Institute of Public Administration for the year 1976-77 an amount of Rs. 17,72,994.56 was This account includes an amount of Rs. 2,00,000 received from I.C.S.S.R. towards advance Rs. 2 lakhs) is transferred to the Building Reserve Fund which has been created for the pur-

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

PAYMENTS	Rs.	Rs.
Brought forward		27,54,556.76
<b>Services &amp; Supplies:</b>		
Amenities to staff	1,200.00	
Liveries	17,158.89	
Conveyance charges	7,043.84	
Motor Car Expenses	<u>12,772.23</u>	38,174.96
Furniture & Equipment for two classrooms		13,073.91
Furniture & fixtures		7,895.43
Amount transferred to Building Reserve Fund		4,41,000.00
Conveyance advance		8,450.00
Office Equipment		30,647.63
Air Condition Equipment		43,985.30
<b>Contingencies &amp; Miscellaneous:</b>		
Bank charges	1,501.53	
Misc. expenditure	7,279.63	
Entertainment	3,184.90	
Advertisement charges	1,018.62	
Honorarium to Auditors	<u>2,500.00</u>	15,484.68
		33,53,268.67
Balance Carried Over		1,005.44
<b>GRAND TOTAL</b>		<u>33,54,274.11</u>

brought forward from previous year) received from Government of India by the Indian utilized during the year for the purpose for which it was intended as per the above statement. rental for the premises under their present occupation and a sum of Rs. 4,41,000 (including pose of constructing an additional floor on the Hostel of the Institute.

R.N. HALDIPUR  
Director & Ex-Officio Secretary

M.V. MATHUR  
Hony. Treasurer

THE INDIAN INSTITUTE OF PUBLIC  
SCHEDULE II OF RECEIPTS AND

*Part 'B'—Funds, Deposits*

RECEIPTS	Rs.
T.A. Advance (net)	95.00
Library Deposit (net)	5,749.00
Petty Cash Imprest (net)	166.90
Advance from Administrative Training School, Nainital	148.50
Recovery of advance from film division	100.00
Suspense (net)	2,356.75
Fixed Deposit with State Bank of India	54,100.00
Fixed Deposit with U.Co. Bank	700.00
Annual School Prize Fund Interest (net)	468.69
Gratuity Reserve Fund	52,041.10
Life Membership Fund	16,740.00
Security Deposit from Contractors	11,423.85
Earnest Money from Contractors	7,051.00
Recovery of advance for expenses	6,100.00
Honorarium payable to faculty for consulting assignments (net)	693.49
Amount received from ICSSR, New Delhi for deposit with Executive Engineer (Elec.) Division IV C.P.W.D.	2,708.37
Building Reserve Fund	4,41,000.00
Research Revolving Fund	80,430.19
<b>GRAND TOTAL</b>	<b>6,82,072.84</b>

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*



## ADMINISTRATION, NEW DELHI

### PAYMENTS ACCOUNT

*and Advances*

PAYMENTS	Rs.
Hostel Deposit	660.00
Unpaid Salaries (net)	663.19
Postage Imprest (net)	369.60
Short term deposit with U.Co. Bank	2,00,000.00
Stale Cheque Account (net)	1,199.87
Advance to Shri P.N. Chaudhari (for expenses)	51.50
Advance to Shri Kanti Swarup (for expenses)	283.00
Advance to Mrs. S. Mahajan (Advocate)	3,000.00
Mess charges (net)	19,494.23
M.I.R. Deposit with State Bank of India, New Delhi	71,000.00
Deposit with Executive Engineer (Elec.) Division No. IV CPWD	2,708.37
Construction of 3rd floor on Hostel Building	1,500.00
Amount recoverable from Department of Hospitality, Govt. of Punjab, Chandigarh.	1,500.00
GRAND TOTAL	3,02,429.76

R.N. HALDIPUR  
*Director & Ex-Officio Secretary*

M.V. MATHUR  
*Hony. Treasurer*

# THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPTS

*Part 'C'—Receipts for*

RECEIPTS	Rs.	Rs.
Ford Foundation IV--Grant		1,967.86
Ford Foundation IV-- Interest		20,145.30
Subscription to Nagarlok	3,833.95	
Grant from Ministry of Works & Housing for the Centre for Urban Studies	<u>4,85,000.00</u>	4,88,833.95
Grant from NBO Research Project Survey of Slum & Squatters Colonies in Kanpur City		32,400.00
Grant from Department of Personnel & A.R. for Advanced Professional Programme in Public Administration (Recurring)		1,85,500.00
Grant from Department of Personnel & A.R. for F-DP Courses		2,37,997.47
Grant from Department of Personnel & A.R. for Deputy Secretaries Course		20,100.00
Grant from Department of Personnel for course on Project Implementation, Monitoring & Evaluation --Power		37,350.00
Grant from Department of Personnel for course on Project Identification, Formulation & Appraisal with emphasis on power		48,920.00
Grant from Department of Personnel & A.R. for top level Seminar on Management Information System		14,000.00
Grant from Bureau of Police Research & Development for Research Project on Population Growth & Economic Situation		7,500.00
Grant from Ministry of Labour for Research Project on Incidence of Bonded Labour in Palampur Distt. of Bihar		10,000.00
Grant from Ministry of Agriculture & Irrigation, New Delhi for DPAP		25,200.00
Grant from Ministry of Agriculture & Irrigation, New Delhi for Course on Management of Agriculture		65,000.00
Grant from Department of Personnel & A.R. for Research Study-- Creation of Culture Organisation sensitivity in Ministry/Departments		20,000.00
Carried Over		<u>12,14,914.58</u>

# ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNT

*Project, etc.*

PAYMENTS	Rs.	Rs.
F.F. IV—Graduate Training Abroad		6,560.79
Centre for Urban Studies	4,66,799.69	
Publication of Nagarlok	26,446.95	4,93,246.64
Research Project—Problems of Pensioners		33,596.95
Research Project—Survey of Slums & Squatter Colonies in Kanpur City		67,040.87
Tajganj Research Project		16,000.00
Advanced Professional Programme in Public Administration		
Recurring	1,88,610.14	
Non-recurring	44,964.81	2,33,574.95
MDP—Refresher Course for Under Secretaries		28,411.90
Course for Empanelled Deputy Secretaries to Government of India		20,071.78
Research Project—Integrated Delivery System in Social Services		14,018.86
Research Study—Creation of Culture of Organisation Sensitivity in M/Deptt.		10,050.10
Research Project—Police Management at Top level		10,018.19
N.S.I.C. Research Project		4,531.56
N.S.I.C. Consulting Assignment		777.92
BHEL Consulting Workshop for Finance and System Groups		1,10,000.00
P&T Assignment		89.00
Card System of Reservation on Indian Railway Assignment		12,000.00
Kerala Transformers & Electricals Ltd. Assignment		23,709.92
International Airport Authority of India Assignment		4,575.75
Pilot Study—Madras Port Trust Project		4,914.20
Special Course on Network Tech. & Perf. Budgt. for N.E. Regional Council at Shillong		82.50
Special Course on Network Techniques & Perf. Budgt. for Government of Bihar at Ranchi		2,522.06
Special Course on Network Techniques & Perf. Budgt. for Madras Refineries Ltd., Madras		32,496.42
Carried Over		11,28,290.36

RECEIPTS	Rs.	Rs.
Brought Forward		12,14,914.58
Grant from Department of Social Welfare for Research Project on Problems of Pensioners		19,427.00
Fee for 4th Special Course on Financial Management Techniques		31,000.00
Fee from Bharat Gold Mines Assignment		1,405.00
Fee for Madras Refineries Ltd. Assignment		3,530.55
Fee for Tajganj Research Project		16,000.00
Fee for 2nd Course on Role of Operations Research in Decision-making		15,600.00
Fee for Course on Operations Research at Bhopal		22,800.00
Fee for Course on Human Phenomena		2,400.00
Fee for N.S.I.C. Consulting Assignment		13,537.29
Grant from ICSSR for Kurukshetra Univ. Study		247.14
Grant from Rural Elect. Corp., New Delhi for Research Project Multi-level Coordination and Development Activities with special focus on Rural Electrification		15,000.00
Grant from Rural Elect. Corp., New Delhi for Research Project Regional Development study for Bastar and Chandrapur Districts		40,000.00
Fee for 5th Course on Computers in Management		39,600.00
Fee for 8th Special Course on Performance Budgeting for Public Sector Undertakings		17,000.00
Fee for 2nd Course on Finance for Non-finance Executives		15,600.00
Fee for New Reservation System Assignment Railways		12,455.48
Grant from ACDA for Programme on Management of Agriculture		18,925.40
Fee for case study in Training for Local Government Finance (ACDA)		5,459.25
Grant from ICSSR, New Delhi for Research Project— Legislation relating to Town Planning and Development Authority & their Implementation		23,690.00
Carried Over		15,28,591.69

PAYMENTS	Rs.
Brought Forward	11,28,390.36 <sup>1</sup>
Special Course on Industrial Management for Govt. of Assam at Dispur	65,653.05
Management of Agriculture IIPA -- ACDA Programme	28,949.35
UNICEF Consulting Assignment	4,714.88
BHEL 1st Programme for Graduate Engg. trainees at Hardwar	23,113.63
BHI I 2nd Programme for Graduate Engineering trainees at Hardwar	9,405.79
BHEL Consultancy -Hardwar (Course on Voluntary Labour)	14,939.90
Consulting Assignment --National Coop. Development Corporation	2,998.48
BHEL Programme --Visits to Govt. Deptts.	10,000.00
Consulting Assignment- --Madras Refineries Ltd.	8,129.40
1st Training Course on Management Techniques at Ennore for T.N.E.B.	29,881.00
2nd Course on Management Techniques at Ennore for T.N.E.B.	917.68
Special Course on Project Identification, Formulation & Appraisal--Power	45,024.45
Consulting Assignment--Bombay Municipal Corporation	2,617.42
Course on Operations Research for Officers of State Corpn. at Bhopal	22,200.00
Special Course on Modern Management Techniques at Bhopal	20,860.15
MDP 5th Course on Computers in Management	39,600.00
Study of Drought Prone Areas Programme	25,200.00
Workshop on Management Information System	28,800.00
Workshop on Integrated Urban Development Programme	5,000.00
Programme on Management Technique for BHEL Executive (Finance)	20,149.52
(System)	22,065.85
8th Special Course on Performance Budgt. for P.S.U.	17,000.00
Carried Over	15,75,510.91

RECEIPTS	Rs.	Rs.
Brought Forward		15,28,591.69
Grant from ICSSR, New Delhi for Research Project Urban Public Utility in Indian Metropolitan Cities		23,750.00
Fee for National Seminar on Training of Trainers		17,500.00
Fee for HSCL Assignment		31,586.78
Fee for Kerala Transformers & Electricals Assignment		18,518.33
Fee for International Airport Authority India Assignment		4,000.00
Fee for Workshop on Management Information System		28,800.00
Fee for BHEL Ist Programme for Graduate Engineers		23,113.63
Fee for Voluntary Labour Course BHEL Programme		15,000.00
Fee for BHEL Consultancy "Workshop for Finance and System Groups"		1,10,000.00
Grant from Department of Personnel & A.R. for Special Course in Management for officers of State P.S.U.		1,16,000.00
Grant-in-aid from ICSSR for Project on Framework for Planning & Development in Metropolitan Cities		23,750.00
Grant from Ministry of Works & Housing for Project on Framework for Planning & Development in Metropolitan Cities		19,300.00
Fee for Special Course on Industrial Management for Senior Executives of Government of Assam at Dispur		65,653.05
Fee for 2nd Course on New Dimensions in Management of Human Resources		11,050.00
Fee for Seminar for Top & Senior Executives on M.I.S.		34,800.00
Fee for Pilot Study- Madras Port Trust		4,919.20
Fee for Special Course on Performance Budgeting at Pondicherry		21,000.00
Grant from Ministry of Works & Housing (TCPO) for Workshop on Urban Integrated Development Programme		5,000.00
Fee for Visits to Government Departments, BHEL Prog.		10,000.00
Fee for Special Intensive Course in Network Techniques & Performance Budgeting at Chandigarh		27,000.00
Carried Over		21,39,332.68

PAYMENTS	Rs.
Brought Forward	15,75,510.91
Res. Project --Population Growth & Economic Situation	7,500.00
Research Project -Agricultural Devp. Programme in Gurgaon District	669.52
Research Project -Organisation Framework for Planning & Devp. Admn. in Metropolitan Cities	11,173.70
Research Project -Regional Perspective Study for Bastar and Chandiapur Districts with focus on Rural Electrification	14,100.53
Research Project -Multilevel Coord. & Devp. Prog. with special focus on Rural Electrification	7,647.51
Case Study on Training for Local Government Finance	5,359.25
2nd Course on Role of Operations Research in Decision- making	15,600.00
Special Course on Management for Officers of State Public Sector Undertakings	91,877.64
BHEI. Workshop on Finance & System Groups	14,001.80
4th Course on Financial Management Techniques	31,000.00
Course on Management of Agriculture	19,892.80
1st Course on Human Phenomena (MDP)	2,400.00
2nd Course on New Dimensions in the Management of Human Resources	11,050.00
ICSSR—Research Project Legislation relating to Town Planning & Develop. Authorities & their Implementation	7,418.88
2nd Course on Finance for Non-finance Executives	15,600.00
ICSSR-- Research Project Urban Pub. Utility in Indian Metropolities	6,393.60
ICSSR- -Res. Project on Social Welfare and its Admini- stration in Indian setting	2,949.20
Research Project on Tribals Study at Ranchi	2,211.40
Research Project - Study and Development of South Zone Office of MCD	1,305.30
Special Course on Network Technique and Perf. Budgeting at Chandigarh	27,000.00
Carried Over	18,70,662.04

RECEIPTS	Rs.	Rs.
Brought Forward		21,39,332 .68
Fee for Course on Modern Management Techniques at Bhopal		20,860 .15
Fee for 1st Course on Management Technique at Ennore, Madras for T.N.F Board		29,881 .00
GRAND TOTAL		21,90,073 .83

THAKUR, VAIDYANATH AIYAR & CO.  
*Chartered Accountants*



PAYMENTS	Rs.
Brought Forward	18,70,662.04
Seminar for top level Management on Planning & Implementation System	712.88
Research Project on Incidence of Bonded Labour	143.00
HSCI. Consulting Assignment	26,986.55
National Seminar on Training of Trainers	17,500.00
Seminar on Top and Senior Level Executives on Management Information System	34,080.00
Special Course on Performance Budgeting at Pondicherry	21,000.00
MDP Course on Management Information System for Officers of Department of Supply	3,806.71
Course on Project Implementation, Monitoring & Evaluation—Power	36,223.53
Consulting Assignment Worknorms in Agricultural Department, Haryana	237.30
Courses under Executive Development Programme	2,28,638.34
GRAND TOTAL	22,39,990.35

R.N. HALDIPUR  
Director & Ex-Officio Secretary

M.V. MATHUR  
Hony. Treasurer